

Government that Works!

NEW JERSEY DEPARTMENT OF THE TREASURY

LOCAL GOVERNMENT BUDGET REVIEW

TOWNSHIP OF HAMILTON

CHRISTINE TODD WHITMAN
Governor

ROLAND M. MACHOLD
State Treasurer

JANUARY, 2001



GOVERNMENT THAT WORKS

OPPORTUNITIES FOR CHANGE

The Report of the Township of Hamilton

New Jerseyans deserve the best government their tax dollars can provide. Governor Whitman is committed to making state government leaner, smarter and more responsive by bringing a common sense approach to the way government does business. It means taxpayers should get a dollar's worth of service for every dollar they send to government, whether it goes to Trenton, their local town hall or school board. Government on all levels must stop thinking that money is the solution to their problems and start examining how they spend the money they now have. It is time for government to do something different.

Of major concern is the rising cost of local government. There is no doubt that local government costs and the property taxes that pay for them have been rising steadily over the past decade. Prior to Governor Whitman's taking office in 1994, the state had never worked as closely with towns to examine what is behind those costs. That is why she created the Local Government Budget Review (LGBR) program. Its mission is simple: to help local governments and school boards find savings and efficiencies without compromising the delivery of services to the public.

The LGBR program utilizes an innovative approach combining the expertise of professionals, primarily from the Departments of Treasury, Community Affairs and Education, with team leaders who are experienced local government managers. In effect, it gives local governments a comprehensive management review and consulting service by the state at no cost to them. To find those "cost drivers" in local government, teams review all aspects of local government operation, looking for ways to improve efficiency and reduce costs.

In addition, teams also document those state regulations and mandates which place burdens on local governments without value-added benefits and suggest, on behalf of local officials, which ones should be modified or eliminated. Teams also look for "best practices" and innovative ideas that deserve recognition and that other communities may want to emulate.

Based upon the dramatic success of the program and the number of requests for review services, in July, 1997, Governor Whitman ordered the expansion of the program, tripling its number of teams in an effort to reach more communities and school districts. The ultimate goal is to provide assistance to local government that results in meaningful property tax relief to the citizens of New Jersey.

THE REVIEW PROCESS

In order for a town, county or school district to participate in the Local Government Budget Review program, a majority of the elected officials must request the help of the review team through a resolution. There is a practical reason for this: to participate, the governing body must agree to make all personnel and records available to the review team, and agree to an open public presentation and discussion of the review team's findings and recommendations.

As part of each review, team members interview each elected official, as well as, employees, appointees, members of the public, contractors and any other appropriate individuals. The review teams examine current collective bargaining agreements, audit reports, public offering statements, annual financial statements, the municipal code and independent reports and recommendations previously developed for the governmental entities, and other relative information. The review team physically visits and observes the work procedures and operations throughout the governmental entity to observe employees in the performance of their duties.

In general, the review team received full cooperation and assistance of all employees and elected officials. That cooperation and assistance was testament to the willingness, on the part of most, to embrace recommendations for change. Those officials and employees who remain skeptical of the need for change or improvement will present a significant challenge for those committed to embracing the recommendations outlined in this report.

Where possible, the potential financial impact of an issue or recommendation is provided in this report. The recommendations do not all have a direct or immediate impact on the budget or the tax rate. In particular, the productivity enhancement values identified in this report do not necessarily reflect actual cash dollars to the municipality, but do represent the cost of the entity's current operations and an opportunity to define the value of improving upon such operations. The estimates have been developed in an effort to provide the entity an indication of the potential magnitude of each issue and the savings, productivity enhancement, or cost to the community. We recognize that all of these recommendations cannot be accomplished immediately and that some of the savings will occur only in the first year. Many of these suggestions will require negotiations through the collective bargaining process. We believe, however, that these estimates are conservative and achievable.

**LOCAL GOVERNMENT BUDGET REVIEW
EXECUTIVE SUMMARY
TOWNSHIP OF HAMILTON**

Governing Body

The team recommends the township elected officials waive the provision of receiving health benefits, saving \$6,429.

Township Clerk

The township should consider automating its codebook at a one-time expense of \$5,000 - \$10,000.

The team recommends the township revise its liquor license fees and raise them to the maximum allowed by the state for a revenue enhancement of \$208,363. The team also recommends the township adopt an ordinance requiring annual acquisition for mercantile licenses, for an additional revenue enhancement of \$18,100.

The township should consider purchasing a high quality municipal clerk's software package to enhance performance of its duties at a one-time expense of \$2,500.

Personnel

The team recommends the township purchase a software computer/slage card system to assist with attendance and payroll at a one-time expense of \$6,000.

Finance

By soliciting RFP's for banking services to achieve higher interest rates comparable through NJCMF or 91-day T-bills, the township could yield a revenue enhancement of \$21,501 - \$39,672.

Legal

The team recommends future professional service contracts specify the services provided for the retainer or salary, saving \$5,000.

Insurance

By eliminating insurance coverage for the fire companies or seeking reimbursement for premiums, the township could save \$27,773.

Technology

By assigning notebook computers to patrol vehicles, the township could yield a productivity enhancement of \$64,978.

The team recommends the township install Mobile Data Terminal (MDT) technology in all patrol vehicles yielding a productivity enhancement of \$200,348, with cost savings of \$25,000. Installation of the system will cost approximately \$35,000 with a recurring expense of \$6,000 per year for cellular charges.

The team recommends the township utilize the state's cost-per-copy contract, saving \$5,809. The team also recommends the township purchase a low volume copier for the DPW facility at a one-time expense of \$300.

By eliminating cellular phones for all township employees, the township could save \$12,284.

By eliminating the use of directory assistance services and long distance monthly access charges, and by comparing and consolidating long distance service, the township could save \$6,000.

The team recommends the township and school district create a shared MIS department, saving \$20,000 by eliminating the computer consultant.

Public Works

The township should consider moving the director, clerk and environmental office to the public works complex at a one-time cost of \$11,200.

By downgrading the superintendent title to a working supervisor, the township could yield a productivity enhancement of \$47,460.

The team recommends the township develop policies dealing with sick leave abuse, yielding a productivity enhancement of \$8,500.

The team recommends the township purchase and utilize a computer work order system at a one-time expense of \$4,500. The team also recommends the township develop performance standards to track productivity for a \$50,000 enhancement.

Buildings and Grounds

By reducing one facility maintenance position, the township could save \$31,467.

The team recommends the township develop and initiate a corrective action plan for the HVAC system in the municipal complex at a one-time expense of \$5,000 and an annual savings of \$78,400.

By ensuring accurate billing for streetlights, replacing incandescent bulbs with LED lamps and installing and/or repairing timers on outdoor lighting, the township could save \$12,200 in outdoor lighting expenditures.

By assigning sports field preparation to the various leagues, the township could eliminate one full-time employee from the grounds maintenance operations, saving \$32,896, with additional savings of \$5,000 for maintenance.

The team recommends the township sell the PAL building at public auction for a one-time revenue enhancement of \$100,000 and estimated annual savings of \$3,800.

Vehicle Maintenance

The team recommends the township eliminate one mechanic position when the fleet management software becomes operational, saving \$25,498.

The team also recommends the township purchase, and utilize, a fleet management program that is compatible with the county's automated fuel system at a one-time expense of \$10,000.

By using state contracts for the purchase of oil, antifreeze and transmission fluid, the township could save \$1,204.

Garbage District

The team recommends that the agreement with the Atlantic County Utility Authority (ACUA) for vegetative waste collection be terminated and the services provided in-house, saving \$100,000 minus \$25,000 for the cost of a new leaf vac machine.

The township should consider terminating the present procedure of collecting white goods and have the public works department provide this service, saving \$25,000.

Housing

The team recommends the township establish a rental registration/housing inspection ordinance incorporating the smoke detector inspection and mercantile licensing fee, which would establish two new full-time positions at an expense of \$75,000.

The team also recommends the township establish a registration/inspection fee of \$50 for a revenue enhancement of \$120,000.

Police

The township should consider implementing one of the following options:

1. Consolidate communications into a county system at a one-time expense of \$57,000 to join the regional system, saving \$221,000 in administrative costs, OR
2. Negotiate with Egg Harbor Township to join their newly developed dispatch system at an estimated expense of \$100,000, saving \$200,000.

The team recommends the township create a court liaison officer position to the Hamilton Township Municipal Court, reducing overtime costs, saving \$33,750.

The team recommends the township establish a sub-station at the Hamilton Mall with necessary equipment at an expense of \$5,000.

By reducing clothing costs to \$300 per year per officer and non-union officers, the township could potentially save \$24,819.

The township should consider an alarm registration ordinance with a fee of approximately \$20, for a revenue enhancement of \$8,900. The township could yield additional revenue enhancements of \$17,800 after rental registration and \$10,625 for false alarm enforcement.

Fire

By pursuing low cost loans for equipment and building restoration through the Volunteer Emergency Service Organization Loan Program and by reducing the size of the fire equipment by four pumpers, the township could yield a revenue enhancement of \$100,000.

The team recommends the township establish a position of coordinator of fire and rescue at an expense of \$50,000. The team also recommends direct aid to the companies be reduced to \$30,000 each, saving \$39,275.

The team recommends that the township initiate a mutual aid assistance policy with both Egg Harbor Township and Richland. The township could avoid the purchase of a “quint” by establishing an inter-local service agreement with Egg Harbor Township, for a cost avoidance of \$550,000.

Emergency Rescue Services

The team recommends the township implement a billing system to add revenues and decrease cost to the township in aid, saving \$59,340.

By using the previously recommended coordinator of fire and rescue to assume administrative duties, the township could save \$10,000 by using revenue from billing.

The team recommends the township reduce ambulances to six vehicles, saving \$105,640.

Planning and Zoning

By requiring the zoning officer to visit sites to determine compliance and approvals rather than voucher the zoning board engineer, the township could reduce fee costs, saving \$85,000.

The team recommends the township reorganize planning administration by hiring a full-time economic development coordinator as the administrator of the planning and zoning department, at an expense of \$52,000. This would return the administrator, currently assigned to planning, to an assistant role which would result in a 10% reduction in the overall position, saving \$5,200. The team also recommends all boards, including zoning and planning, and its employees be placed under the supervision of the township economic development coordinator, yielding a revenue enhancement of \$52,300.

Community Education/Recreation

The team recommends participants in sports pay a \$20 per sport fee to the township, yielding a revenue enhancement of \$32,500. The team also recommends fees charged to participate in programs be increased by 10% for an additional revenue enhancement of \$5,613.

By increasing the beach tag fee to \$10 per year, the township could yield a revenue enhancement of \$23,000.

The team recommends new street hockey rinks and related development be undertaken at the Liepe Tract, eliminating the need for the Sears Avenue hockey rink and related facilities, yielding a revenue enhancement of \$25,000.

The team recommends services of the community administrative officer be shared with the Hess School, saving \$23,500.

Municipal Court

The team recommends the township install the required CCTV equipment at a one-time expense of \$10,000, and utilize the CCTV arraignment system afforded by the county detention center, saving \$6,475.

Social Services Department

The team recommends the second position as van driver not be filled and that the refurbishing of the environmental office van not be done, saving \$37,619.

The township could save an additional \$6,123 by reducing the base salary for the director's position to a level commensurate with its duties and responsibilities.

The township should consider increasing daily contributions to \$2 per meal, \$3 per meal for non-residents and eliminate the practice of giving free meals to employees, for a revenue enhancement of \$10,128 per year.

Municipal Utilities Authority

The team recommends the position of executive director be created and be filled by a licensed engineer to perform the joint duties of director and engineer, at a net expense of \$26,442.

The team also recommends board salaries and benefits be eliminated and the members and alternates work as true volunteers, saving \$27,076.

The township should consider entering into an inter-local service agreement to provide for administration, billing and collection, and maintenance of the sewer and water system in Hamilton. Implementing the inter-local service agreement would eliminate several positions, saving \$282,682.

Collective Bargaining Agreements

Teamsters Local 331 – Public Works Supervisors

The team recommends the township remove the \$500 bonus attached to the wage increase, keeping the increase to the negotiated rate of 4%, potentially saving \$1,000.

Teamsters Local 331

By clarifying, through negotiation, the payment of overtime to all dispatchers, the township could potentially save \$4,368 in overtime.

PBA Local 77

The team recommends the township phase out contractual language permitting longevity over a period of years, potentially saving \$63,000.

**COMPARISON OF BUDGET APPROPRIATION, STATE AID
AND LOCAL TAX RATE WITH RECOMMENDED REDUCTIONS IN
THE TOWNSHIP OF HAMILTON**

<u>Areas Involving Monetary Savings</u>	<u>One-time Savings/ Expense</u>	<u>Annual Savings/ Expense</u>	<u>*Potential Savings</u>	<u>Totals</u>
Governing Body				
Waive health benefits for elected officials		\$6,429		\$6,429
Township Clerk				
Automate codebook	(\$10,000)			
Revise and raise liquor license fees to maximum allowed by state		\$208,363		
Adopt ordinance requiring annual acquisition for mercantile license		\$18,100		
Purchase municipal clerk software package	(\$2,500)			\$213,963
Personnel				
Purchase software computer/slage card system	(\$6,000)			(\$6,000)
Finance				
Solicit RFP's for banking services to achieve higher interest rates		\$21,501		\$21,501
Legal				
Specify services provided for future professional service contracts		\$5,000		\$5,000
Insurance				
Eliminate insurance coverage for fire companies or seek reimbursement		\$27,773		\$27,773
Technology				
Assign notebook computers to patrol vehicles		\$64,978		
Install Mobile Data Terminal (MDT) technology in all patrol vehicles	(\$35,000)	\$25,000		
Productivity enhancement from installation of MDT		\$200,348		
Recurring expense for cellular charges for MDT		\$6,000		
Utilize the state's cost-per-copy contract		\$5,809		
Purchase a low volume copier for the DPW facility	(\$300)			
Eliminate cellular phones for all township employees		\$12,284		
Eliminate use of directory assistance services		\$1,000		
Compare costs and consolidate long distance service		\$1,000		
Eliminate long distance monthly access charges		\$4,000		
Create a shared MIS department with the township and school district		\$20,000		\$305,119

**COMPARISON OF BUDGET APPROPRIATION, STATE AID
AND LOCAL TAX RATE WITH RECOMMENDED REDUCTIONS IN
THE TOWNSHIP OF HAMILTON**

<u>Areas Involving Monetary Savings</u>	<u>One-time Savings/ Expense</u>	<u>Annual Savings/ Expense</u>	<u>*Potential Savings</u>	<u>Totals</u>
Public Works				
Move director, clerk and environmental office to public works complex	(\$11,200)			
Downgrade superintendent title to a working supervisor		\$47,460		
Develop policies dealing with sick leave abuse		\$8,500		
Purchase a computer work order system	(\$4,500)			
Develop performance standards to track productivity		\$50,000		
				\$90,260
Buildings and Grounds				
Eliminate one facilities maintenance position		\$31,467		
Develop and initiate a corrective action plan for the HVAC system	(\$5,000)	\$78,400		
Implement various recommendations reducing outdoor lighting expenses		\$12,200		
Reassign sports field preparation eliminating one position		\$32,896		
Additional savings from reassignment		\$5,000		
Sell PAL building at public auction	\$100,000	\$3,800		
				\$258,763
Vehicle Maintenance				
Eliminate one mechanic position		\$25,498		
Purchase and utilize fleet management program	(\$10,000)			
Use state contracts to purchase oil, antifreeze and transmission fluid		\$1,204		
				\$16,702
Garbage District				
Provide vegetative waste collection service in-house		\$75,000		
Use public works department to collect white goods		\$25,000		
				\$100,000
Housing				
Establish a rental registration/housing inspection ordinance		(\$75,000)		
Establish a registration/inspection fee of \$50		\$120,000		
				\$45,000
Police				
Consolidate communications into a county system	(\$57,000)	\$221,000		
OR				
Negotiate with Egg Harbor Township to join their dispatch system		(\$100,000)		
Savings from joining dispatch system		\$200,000		
Create court liaison officer position		\$33,750		

**COMPARISON OF BUDGET APPROPRIATION, STATE AID
AND LOCAL TAX RATE WITH RECOMMENDED REDUCTIONS IN
THE TOWNSHIP OF HAMILTON**

<u>Areas Involving Monetary Savings</u>	<u>One-time Savings/ Expense</u>	<u>Annual Savings/ Expense</u>	<u>*Potential Savings</u>	<u>Totals</u>
Establish a sub-station at Hamilton Mall		(\$5,000)		
Reduce clothing costs to \$300 per year per officer and non-union officer			\$24,819	
Study comparable salaries in neighboring towns to provide equity		(\$23,591)		
Alarm registration ordinance with a \$20 fee		\$8,900		
Revenue enhancement after rental registration		\$17,800		
Revenue enhancement from enforcement of false alarm ordinance		\$10,625		
				\$142,484
Fire				
Pursue low cost loans for equipment and building restoration		\$50,000		
Establish inter-local service agreement with Egg Harbor Township Cardiff		\$50,000		
Establish coordinator of fire and rescue position		(\$50,000)		
Reduce direct aid to the companies		\$39,275		
				\$89,275
Emergency Rescue Services				
Implement billing system to add revenues and decrease cost		\$59,340		
Use of new fire and rescue coordinator for administrative duties		\$10,000		
Reduce ambulances to six vehicles		\$105,640		
				\$174,980
Planning and Zoning				
Use zoning officer for site visits instead of zoning board engineer		\$85,000		
Hire full-time economic development coordinator as administrator		(\$52,000)		
Return administrator currently assigned to planning to assistant role		\$5,200		
Transfer supervision of boards to township's economic development coor.		\$52,300		
				\$90,500
Community Education/Recreation				
Implement a \$20 per sport fee for participation in sports		\$32,500		
Increase program fees by 10%		\$5,613		
Increase beach tag fee to \$10 per year		\$23,000		
Use of Liepe Tract for new street hockey rinks and related developments		\$25,000		
Share community administrative officer services with Hess School		\$23,500		
				\$109,613
Municipal Court				
Install the required CCTV equipment	(\$10,000)			
Utilize CCTV arraignment system afforded by the county		\$6,475		

**COMPARISON OF BUDGET APPROPRIATION, STATE AID
AND LOCAL TAX RATE WITH RECOMMENDED REDUCTIONS IN
THE TOWNSHIP OF HAMILTON**

<u>Areas Involving Monetary Savings</u>	<u>One-time Savings/ Expense</u>	<u>Annual Savings/ Expense</u>	<u>*Potential Savings</u>	<u>Totals</u>
				(\$3,525)
Social Services Department				
Savings from not filling second van driver position or refurbishing van		\$37,619		
Reduce the base salary for the director's position		\$6,123		
Increase daily meal contribution and eliminate free meals		\$10,128		
				\$53,870
Municipal Utilities Authority				
Create executive director position to perform joint duties		(\$26,442)		
Eliminate board salaries and benefits and have members work as volunteers		\$27,076		
Implement inter-local service agreement eliminating several positions		\$282,682		
				\$283,316
Collective Bargaining Issues				
Remove \$500 bonus attached to wage increase keeping negotiated 4% rate			\$1,000	
Clarify, through negotiations, A62 the payment of overtime to all dispatchers			\$4,368	
Phase out contractual language permitting longevity over a period of years			\$63,000	
Total Recommended Savings	\$5,500	\$2,019,523	\$93,187	\$2,025,023
*\$93,187 not included in savings of \$2,025,023.				
Total Amount Raised for Municipal Tax				\$4,050,105
Savings as a % of Local Purpose Tax Levy				50%
Total Budget				\$11,833,065
Savings as a % of Budget				17%
Total State Aid				\$3,470,498
Savings as a % of State Aid				58%

**COMPARISON OF BUDGET APPROPRIATION, STATE AID
AND LOCAL TAX RATE WITH RECOMMENDED REDUCTIONS IN
THE TOWNSHIP OF HAMILTON**

<u>Areas Involving Monetary Savings</u>	<u>One-time Savings/ Expense</u>	<u>Annual Savings/ Expense</u>	<u>*Potential Savings</u>	<u>Totals</u>
---	--------------------------------------	------------------------------------	-------------------------------	---------------

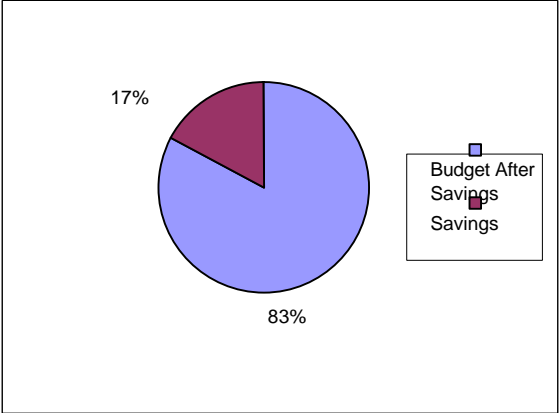
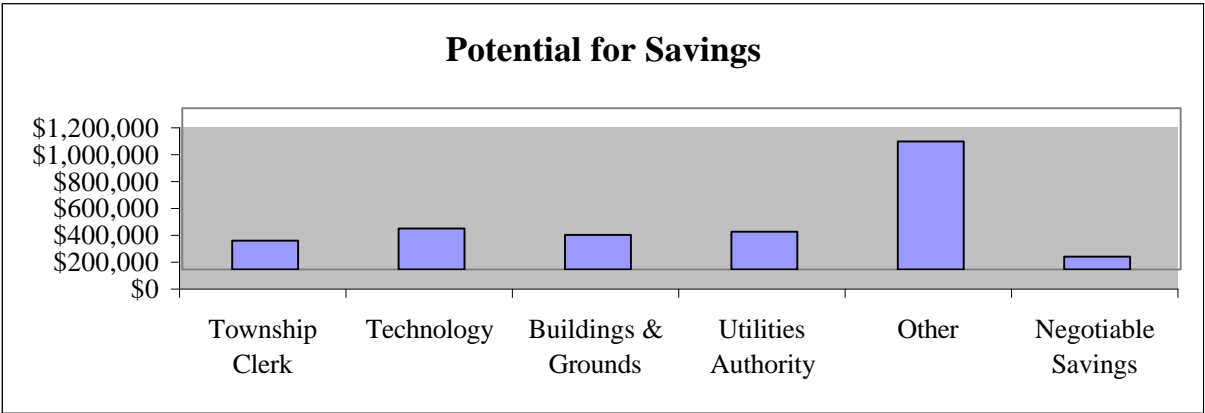


TABLE OF CONTENTS

Preface – Government That Works/Opportunities for Change	
The Review Process	
Executive Summary	
Comparison of Cost/Tax Rate with Recommended Savings	

<u>CONTENTS</u>	<u>PAGE</u>
COMMUNITY OVERVIEW.....	1
I. BEST PRACTICES.....	2
II. OPPORTUNITIES FOR CHANGE/RECOMMENDATIONS.....	4
GOVERNING BODY	4
ADMINISTRATOR	6
TOWNSHIP CLERK.....	6
PROFESSIONAL CONTRACTS	10
PERSONNEL	14
FINANCE.....	17
TAX ASSESSMENT	23
TAX COLLECTION	23
COUNTY LIBRARY	25
LEGAL	25
INSURANCE	26
TECHNOLOGY	32
PUBLIC WORKS.....	40
BUILDINGS AND GROUNDS	46
VEHICLE MAINTENANCE.....	52
GARBAGE DISTRICT	56
HOUSING	64
CONSTRUCTION CODE.....	67
POLICE	68
EMERGENCY MANAGEMENT.....	82
FIRE.....	83
EMERGENCY RESCUE SERVICES	94
PLANNING AND ZONING	99
INDUSTRIAL COMMISSION	106
COMMUNITY EDUCATION/RECREATION.....	108
MUNICIPAL COURT.....	114
SOCIAL SERVICES DEPARTMENT	119
MUNICIPAL UTILITIES AUTHORITY.....	121
WATER SYSTEM	122
SEWER SYSTEM.....	122
III. COLLECTIVE BARGAINING AGREEMENTS.....	132
TEAMSTERS LOCAL 331 - PUBLIC WORKS SUPERVISORS	132
TEAMSTERS LOCAL 331.....	132
PBA LOCAL 77	134

COMMUNITY OVERVIEW

Hamilton Township was incorporated in 1813, and is located approximately 18 miles west of Atlantic City in Atlantic County. It is semi-rural, comprising an area of about 115 square miles, making it one of the largest municipalities in the state. Hamilton is conveniently connected to Atlantic City and the Philadelphia metropolitan area by the Atlantic City Expressway. The advent of casino gambling in Atlantic City has led to the residential, commercial and industrial growth of the township, as well as the entire Atlantic County region. The township is designated as a Regional Growth Area by the New Jersey Pinelands Commission. According to census data, the estimated 1998 population of the township is 18,243, a 13.9% growth in population from 1990. In comparison, Atlantic County grew 6.8%, to 239,626, in the same period.

According to the New Jersey Department of Labor, the township's unemployment rate for 1997 was 5.3%, just above that of the state (5.1%), but below that of Atlantic County (7.4%). Census data from 1990 indicate that the median household income was \$40,690, and per capita income was \$15,948.

Hamilton is home to the county seat, Mays Landing, and to the Hamilton Mall, a large, regional retailing facility built in 1987. The Atlantic County Community College and the Vocational-Technical School are also located in the township borders. Of the 1998 assessed value of \$897,800,400, residential comprises approximately 60%, commercial comprises approximately 28%, with the remainder being multifamily vacant land (7%), dwellings (2%), industrial (2%) and farmland (1%).

The total municipal budget grew from \$10,569,573 to \$12,364,873 from 1997 to 2000, representing an approximate 17% increase, while the municipal tax rate declined from \$.453 in 1996 and 1997, to \$.433 in 1998 and 1999. The township introduced the 2000 budget with an approximate two-penny increase. The overall tax rate declined from \$3.030 in 1996 to \$2.795 in 1999, representing an approximate 8% decrease. During the time of the review, the steady increase in ratables provided adequate financial flexibility as revenue growth outpaced expenditures. The township provided the necessary services for a community undergoing a period of steady growth.

Hamilton Township operates under a Township Committee. The five member committee is elected to alternate three-year terms. A mayor and deputy mayor are selected from the committee by its members. Executive and legislative powers is vested in the committee. The township employs approximately 150 full-time people, and the school district employs approximately 311 people.

I. BEST PRACTICES

A very important part of the Local Government Budget Review report is the Best Practices section. During the course of every review, each review team identifies procedures, programs and practices that are noteworthy and deserving recognition. Best practices are presented to encourage replication in communities and schools throughout the state. By implementing these practices, municipalities and school districts can benefit from the Local Government Budget Review process and, possibly, save considerable expense on their own.

Just as we are not able to identify every area of potential cost savings, the review team cannot cite every area of cost effective effort. Below are highlights of those practices which are most outstanding.

Joint Use of Automated Fuel Site

Approximately three years ago, the township updated its fuel site to bring it in compliance with federal underground storage tank requirements for leak detection and corrosion protection. Approximately two years ago, the county and township signed an agreement for joint use of this fuel site. As part of the agreement, the county installed and maintains an automated fuel dispensing system at the fuel facility. The county orders and pays for all fuel dropped at the site and bills back any fuel dispensed to township vehicles. The agreement affords the county access to fuel in remote areas, and provides the township with an automated system to monitor fuel usage.

The township is commended for its participation in this joint agreement.

Consultant Fees

The township recently reduced the risk management consultant's annual fee from 6% (\$22,824) to 3% (\$11,412). The maximum annual fee permitted by joint insurance funds to risk management consultants is 6%. Hamilton is one of the first communities we have reviewed to negotiate a lower annual fee with a risk consultant.

Casual Dress Day

Municipal employees, on a volunteer basis, support the Salvation Army Food Bank by participating in a "Casual Dress Day" on Fridays. Employees contribute \$2 per week for the dress-down privilege, their contribution going to the Food Bank through the auspices of the Salvation Army. More than \$1,500 was raised by employee contributions in the program's first eight months through the end of 1999. LGBR recognizes this as a program that benefits seniors, particularly the needy, and enhances community spirit.

Participating employees are commended for their contributions, and the township is commended for their support of this program.

Custodial Expenses

The township's cost of contracted services is within the benchmark for cleaning services (\$.75-\$1 per square foot). The township is commended for cost effectively outsourcing this service.

Management/Labor Cooperation

The cooperation of management and labor in the township has served the community well and deserves to be praised. The township has maintained an active management group, and we encourage the township to continue to focus on this strength.

Purchasing Cooperative for Natural Gas and Electricity

Notwithstanding the various recommendations proposed in this report to lower utility expenses, the township is currently participating in purchasing cooperatives for the procurement of both natural gas and electricity. The township is commended for these actions which the review team has identified as a "best practice."

II. OPPORTUNITIES FOR CHANGE/RECOMMENDATIONS

The purpose of this section of the report is to identify opportunities for change and to make recommendations that will result in more efficient operations and financial savings or enhancements to the municipality and its taxpayers.

In its study, the review team found the municipality makes a conscious effort to control costs and to explore areas of cost saving efficiencies in its operations. Many of these are identified in the Best Practices section of the report. Others will be noted as appropriate in the findings to follow. The municipality is to be commended for its efforts. The review team did find areas where additional savings could be generated and has made recommendations for change that will result in reduced costs or increased revenue.

Where possible, a dollar value has been assigned to each recommendation to provide a measure of importance or magnitude to illustrate cost savings. The time it will take to implement each recommendation will vary. It is not possible to expect the total projected savings to be achieved in a short period of time. Nevertheless, the total savings and revenue enhancements should be viewed as an attainable goal. The impact will be reflected in the immediate budget, future budgets and the tax rate(s). Some recommendations may be subject to collective bargaining considerations and, therefore, may not be implemented until the next round of negotiations. The total savings will lead to a reduction in tax rates resulting from improvements in budgeting, cash management, cost control and revenue enhancement.

GOVERNING BODY

The governing body is a five member committee, operating under the township committee form of government. The committee is elected at large to alternate three-year terms. A mayor and deputy mayor are selected from the committee by its members. The committee is vested with legislative and executive powers.

The mayor, deputy mayor and three committee members receive a salary of \$5,000 each. Health benefits are offered to governing body members. In addition to the current mayor, one committee member elected to waive full health benefits in 1999. During our review, the township was considering returning to the State Health Benefits Program (SHBP) and, in fact, did return in April of 2000. The SHBP permits elected officials to participate in the plan. The total cost of committee salaries and benefits for 1999 was \$34,594, with 18% (\$6,429) being the cost of health benefits. Budgeted other expenses were \$4,475 with an expenditure of \$3,998.

Recommendation:

It is recommended that the township elected officials waive the provision of receiving health benefits.

Cost Savings: \$6,429

The team attended several meetings of the township committee during the course of the review. Meetings are recorded by tape and in shorthand, and meeting minutes are detailed and clear. All matters relating to performing the clerk's duties as secretary to, and clerk of, the governing body are performed thoroughly and well. The meeting minutes did not contain copies of the bill list approved at each meeting.

Recommendation:

It is recommended that copies of the bill list approved at each meeting be attached to the original minutes in the official minute book of the township.

Agendas are prepared, distributed to the appropriate persons and to the press for publication in a timely manner, by noon on Thursday before the Monday evening meeting. It was noted that late items could be added by notifying the clerk before the meeting. Each agenda seen by members of the team included some late items. Care should be taken that late items are not held until after publication and distribution of the agenda in such a way that there is the appearance of a deliberate lack of openness.

It was observed in the minutes, as well as in attending meetings of the township committee, that executive sessions are held in the beginning of meetings of all meetings attended by the team. Meetings are advertised to begin at 7:00 p.m. It was observed that meetings start punctually at 7:00, but the public portion of the meeting is delayed by the executive session until well past 7:30 p.m. When asked about the placement of executive sessions at the beginning rather than the end of the meetings, the clerk advised that in the past the sessions had been held at the end of the meeting. Dissatisfaction with that was expressed by members of the governing body some time ago and current practice has been followed ever since. Better practice would appear to be to hold the executive session until the latter part of the meeting, rather than inconvenience the members of the public attending who arrive on time but see no business conducted for 30-45 minutes. It is noted that the meetings are well attended, so that numerous citizens are inconvenienced by the practice.

The team also notes that the Open Public Meetings Act is clear that meetings must not adjourn to executive session perfunctorily, but only for the well-defined and limited purposes delineated in the statute. It would not seem that there would be items of that sort at every meeting, if indeed that is the case.

Recommendation:

It is recommended that executive sessions be held, when needed, at the end of township committee meetings rather than at the beginning, as a convenience to members of the public who attend the meetings.

ADMINISTRATOR

During the course of our review, the township had experienced a transition in this position. The administrator is responsible for the day to day operations of the township.

The team is in full support of the township committee's decision to hire a professional full-time administrator.

According to township records, the administrator is supported by an administrative assistant and a clerk for a total position value of \$123,663. However, the team found that the clerk is shared with the recreation director and, on a more limited basis, with the emergency management coordinator. Other expenses budgeted for this office were \$30,700, with an expenditure of \$23,196.

TOWNSHIP CLERK

General

The municipal clerk's office is a spacious, attractive suite of rooms with an adequate work window and countertop for dealing with the public. There are sufficient files for current needs within the clerk's office. The municipal clerk has worked for the township since 1969 and has been the township clerk since 1978. Like most offices in the municipal building, her personal office does not have floor to ceiling walls. This office is generally well run, and our requests for information were met promptly. Files for five years plus the current year are maintained in the office, after which they are archived to the basement storage area. The clerk included funds for on-site shredding of unneeded documents in the 2000 budget, and intends to apply to the state for authority to dispose of these documents.

The responsibilities of the municipal clerk, along with that of other statutory positions in township government, are not delineated in the administrative codebook. The statutory and normal responsibilities of the municipal clerk include:

- recording meeting minutes and preparing agendas;
- recording all ordinances and resolutions;
- serving as custodian of all records not otherwise committed by ordinance to another office;
- serving as the depository of all contracts, performance bonds and leases; and
- maintaining record copies of all administrative rules and regulations.

Recommendations:

It is recommended that the responsibilities of statutory municipal officials be included in the administrative code of the township.

It is also recommended that the township consider automating its codebook, which would permit changes to be made electronically, as well as provide electronic access to municipal officials.

One-time Value Added Expense: \$5,000 - \$10,000

Staffing

The clerk's staff consists of three full-time employees: the municipal clerk, a deputy municipal clerk and an assistant municipal clerk (also titled a clerk 4). The deputy municipal clerk is also the registrar, as well as the human resource director. The salary and benefit costs for this office totaled \$145,269 for calendar year 1999. During the past three years, the base salary and wages for this office increased 10%, from \$114,975 in 1997 to \$126,295 in 1999. Other expenses decreased 7% during the same time, from \$37,975 in 1997 to \$35,365 in 1999.

Besides the duties mentioned above, the clerk's office handles registrar duties, issues cat and dog licenses, issues alcoholic beverage licenses and business registrations. The location of the office is such that it is a first stop for visitors entering that section of the building, so it receives many inquiries and is especially busy during court sessions.

According to the deputy township clerk, approximately 80% of her work is human resource related rather than municipal clerk business. The other 20% of her time is spent on registrar and municipal clerk duties. In fact, the only human resource function not allocated to the deputy township clerk is payroll, which is performed by the assistant to the chief financial officer (CFO). The township employs approximately 176 employees, a number too small for its own human resource division, but large enough for one full-time human resource employee to handle.

The deputy clerk is currently attending classes to become certified as a registered municipal clerk. In addition, township employees have informed us that it was sometimes confusing and duplicative to deal with both the assistant to the CFO and deputy township clerk on payroll and personnel issues. If the deputy clerk were to be relieved of her human resource duties, she could take on more of the clerk's duties in a significantly busy office. The human resource duties should be combined with the payroll duties under the finance department. This would better coordinate the human resource effort, be more efficient, and less confusing to township employees.

Recommendation:

It is recommended that human resources/payroll come under the direction of the chief financial officer.

Licenses and Fees

The clerk's office collected \$214,604 in total revenues for 1999. In comparison, the clerk's office collected \$342,788 and \$188,329 in 1997 and 1998, respectively. The reason for the large difference in the three years analyzed was mainly the sale of property in each of those years. For

example, in 1997, the township realized \$193,880 in the sale of property while in 1998, the township only realized \$22,580. In 1999, sale of property accounted for \$103,511 of the revenue collected by the clerk's office.

The tables below demonstrate the registrar and animal control fees for the years 1997 – 1999:

Registrar

	1997		1998		1999	
	Number	Revenues	Number	Revenues	Number	Revenues
Marriage Licenses	152	\$4,256	116	\$3,248	160	\$4,480
Marriage Certified Copies	249	\$738	333	\$1,033	276	\$792
Certified Death Certificates	869	\$1,922	947	\$2,161	945	\$2,139
Burial Permits	80	\$80	88	\$88	91	\$91
Birth Certificates	11	\$44	22	\$64	22	\$64
Totals:	1,361	\$7,040	1,506	\$6,594	1,494	\$7,566

Cat and Dog Licensing Fees

	1997	1998	1999
Dog Licenses			
Number Issued	1,876	1,817	1,924
Cat Licenses			
Number Issued	267	240	207
Revenues Generated	\$13,480.80	\$12,696.60	\$13,448.80

Alcoholic Beverage Licenses

The team reviewed the issuance of alcoholic beverage licenses. Currently, there are 36 plenary consumption licenses at \$350 each, two distribution licenses at \$200 each and one club fee at \$50. The fee structure has not changed for at least thirty years. Revenues generated annually amount to approximately \$13,050. Statute permits municipalities to raise the amount of fees charged per year by 20% until it reaches the statutory maximum of \$2,000 for distribution and plenary consumption licenses. The statutory maximum for club licenses is \$150 and there is no 20% limitation on increasing this fee. If the township were to charge the statutory maximum, it could realize revenues of approximately \$76,150, a difference of \$63,100 annually over what it currently realizes. A spreadsheet demonstrating the revenue increase is attached to the report. Increasing fees would create no impact on the workload of the office and, in fact, would assist the township in covering the cost of administering the license.

Recommendation:

It is recommended that the township review and revise its liquor license fees annually and raise them to the maximum allowed by the state.

Revenue Enhancement: \$208,363
(over nine years at 20% increase per year)

Business Registrations

The township does not issue mercantile licenses, but does require businesses operating within its boundaries to register with the township. According to the township code, it is the responsibility of each business to register every two years at a cost of \$10 for the registration period. Our review indicates there is little compliance and no enforcement of this ordinance. The registration process requires approval by the clerk's office, the zoning office and the governing body. Currently, 91 businesses are registered and the sum of \$650 was collected in 1999.

The team examined the mercantile ordinance of a neighboring municipality and applied its fee schedule to Hamilton Township. In order to measure possible revenues that could be generated by instituting a mercantile ordinance, the team tried to identify the number and nature of businesses located in the township. The 190 businesses in and near its three shopping malls have been identified by type, with appropriate fees. Those fees would generate a minimum of \$9,500 in the first year, compared to \$650 in total township business registration fees in 1999.

By examining the Hamilton Township Municipal Utilities Authority's (MUA) records, the team determined that there are at least 190 commercial accounts, none of which is for a business identified in the malls. That means there are at least 172 businesses in the township in addition to those located in the malls. Assuming that each of those businesses would pay the minimal fee of \$50, licensing them would generate an additional \$8,600 in revenue. Thus, the possible increase of revenue would total \$18,100.

Our calculations are conservative based on the following factors:

1. Not all businesses are served by the MUA, so that the number of businesses actually working in the township is bigger than identified.
2. Many fees in the neighboring township's ordinance are increased according to the square footage, but no application of that factor was made in our calculations.

For instance, the fee for Sears is calculated at \$50, whereas, there would be additional charges of \$10 for every thousand square feet in excess of 2,000 square feet. Therefore, if Sears hypothetically occupies 40,000 square feet, their fee would not be \$50, but \$380. The same sort of considerations would increase the fees for other large stores, restaurants and other businesses.

Recommendation:

It is recommended that the township adopt an ordinance requiring annual acquisition of a mercantile license from all businesses operating within the township. The fee schedule should set a minimum fee of \$50 with additional charges of \$10 for every thousand square feet in excess of 2,000 square feet. Enforcement of the ordinance would occur in conjunction with the creation of a housing maintenance ordinance discussed in the housing section of this report.

Revenue Enhancement: \$18,100

Technology

The clerk used Munipal as its municipal software. It was designed to handle numerous municipal clerk functions, but it is old and unreliable. The reports generated are inaccurate and, therefore, not used. The software is meant to handle dog and cat licensing, cash book, yard sale permits, business registrations, junk yard licenses, mobile home park licenses, sand and gravel permits and landlord registrations. We were informed that no upgrade was available for this software. Clerk staff have reported costly losses of data such as, deletion of all dog license information which required significant staff time to input manually from hard copy. The staff has essentially given up on the old software, and use a common business software package.

The hardware was recently upgraded and appears adequate. The three computers in the office are networked with varying levels of authorization. Each of the employees did report a lack of software training and feel they are severely limited in the use of the computers because of it. This has become a common theme in most municipal departments.

The township is the county seat of Atlantic County and houses a community college and a regional high school. LGBR has reviewed other municipalities in which the community college has agreed to provide computer training for free or at a limited fee.

Recommendations:

It is recommended that the clerk's office purchase a high quality municipal clerk's software package to facilitate performance of its duties, and ensure that adequate training is available for its users.

One-time Value Added Expense: \$2,500

It is also recommended that the township contact the area educational institutions to provide computer software training to township employees. Given the tax-exempt status of these institutions, which benefit from township police and fire protection, as well as other municipal services, the township may be able to negotiate for these services free or at a limited fee.

PROFESSIONAL CONTRACTS

In 1999, Hamilton Township contracted with 17 firms for professional services with a total cost of approximately \$636,640. Costs for other years were \$467,633 in 1997, and \$628,337 in 1998.

The township had contracts with three different law firms for township solicitor work, in addition to billings from the planning board solicitor and alternate solicitor, zoning board solicitor, and bond council. In addition to the legal contracts, there were contracts with the township engineer, planning board engineer, planning board traffic engineer, the planning board lighting engineer, the planning board landscape architect and the planning board professional planner. Other

professional contracts included a computer consulting firm, auditing services and a public relations firm. In other years, the township contracted for a planning board wildlife environmental firm, a zoning board alternate solicitor, and a planning board architect consultant.

According to township officials, the city does not regularly solicit request for proposals for professional services.

Recommendation:

The township should solicit RFP's for all services it is seeking, once the professional service agreements come to the end of their terms. In doing this, costs will be stabilized, if not reduced, because of competition. We also suggest that the RFP's contain language requiring a certain level of experience for a professional service. The township is not required by statute to solicit requests for proposals in its use of professional services. LGBR is not implying that the services being provided are not at reasonable or market prices, nor are we questioning the quality of the services being provided. However, the best prices obtained by the township usually occur when competition for the service is sought.

CONTRACTED PROFESSIONAL SERVICES

Service	Firm	Amount	Total
Auditor	Inverso	\$34,983.00	
	Bowman	\$3,324.90	\$38,307.90
Bond Counsel	McManimon	\$4,165.25	\$4,165.25
Township Solicitor	Maroe,Biel,Zlotnick	\$31,777.81	\$0.00
	Hankin,Sandson	\$59,930.79	\$0.00
	Gindhart	\$14,754.00	\$106,462.60
PB Solicitor	Gemmel	\$23,253.92	\$23,253.92
ZB Solicitor	Santora	\$1,175.00	\$1,175.00
Township Engineer	Churchill	\$168,400.14	\$168,400.14
PB Engineer	Previti	\$64,834.95	\$64,834.95
PB Traffic Engineer	Litwornia	\$31,276.25	\$31,276.25
PB Lighting Engineer	Gilmour	\$4,515.00	\$4,515.00
PB Landscape Architect	Adamson	\$27,250.40	\$27,250.40
PB Architect Consultant	McCauley	\$0.00	\$0.00
PB Planner	Karabashian	\$92,433.91	\$92,433.91
Computer Consultant	Compulan	\$45,419.56	\$45,419.56
Public Relations	Crowley	\$29,144.97	\$29,144.97
Total Professional		\$636,639.85	\$636,639.85

It is obvious that the township makes great use of professional contracts, and great care should be taken in their drafting and execution. The team examined professional contracts for 1998, 1999, and 2000. The team looked, in particular, for the following elements: sufficient detail against which to measure performance, the existence of a "not to exceed" term, duplication of services, and language pertaining to chargeable and non-chargeable services and expenses.

Contracts are typically very detailed. In most cases, fees are to be paid on the basis of an hourly rate. In some instances there are set fees for attending meetings. In at least one case, a retainer of \$5,000 is paid, with hours worked being billed at an hourly rate. Although the services in that particular contract are very detailed, it does not appear that any of the services are covered by the \$5,000. The individual appears on the payroll as a part-time employee.

Recommendation:

It is recommended that future professional service contracts include the services provided under the retainer fee.

Township employees informed us of the confusion generated by the use of two auditing firms in 1999. The term of the auditing contract ran from January, 1998, until the audit was completed sometime in June, 1999, which essentially makes it a one and one half-year contract. Despite this overlap, a contract is entered into annually. The township switched auditing firms in 1999, but the prior auditor completed the 1998 audit during 1999. At one point, the new firm was doing little but help with budget preparation, while the old firm was in the municipal building preparing the 1998 audit. Thus the finance office was supplying information to two auditing firms. While this situation may occur when there is a change of auditing firms, it can cause confusion and disruption of operations and should be avoided in the future.

It appears that contracts are prepared by the professional firm performing the particular service, rather than the solicitor. This practice could result in many different terms being used, as well as the risk that terms were more favorable to the professional than the township. The township solicitor should draft appropriate language for each professional position within the township. This can result in future savings as interpretation of various language in the professional contracts will be virtually eliminated. Contrarily, professional contracts entered into by the planning and zoning boards are prepared by the same person, but are sparse in detail.

Recommendation:

Contracts for professional services should be drafted each year by the township attorney, which incorporates all of the recommendations noted below.

Not-to-Exceed Terms:

Very few of the contracts examined had clauses that limited the total services that could be billed in a year. In one case in which there was such a term, in the contracts for audit services, the term was applied as a "contract amount" rather than a maximum amount. For several years, the same auditor was re-appointed each year. Charges were to be billed at an hourly rate, not to exceed a stated amount. Examination of vouchers, however, showed that billing was actually done with no reference to hours worked, but rather on the basis of a "contract fee," which was the figure that had been included as a "not-to-exceed" figure. Moreover, billings for the audit performed in the calendar year were based on the contract entered into that January, rather than the amount that

had been contracted for the audit year in the previous calendar year. In 1999, when the “out” firm did the 1998 audit, it billed at a rate they had proposed for 1999, which rate was higher than it had contracted for in 1998, as well as, that contracted for by the 1999 firm.

Further analysis indicate that professional services contracts do not appear to be carefully scrutinized, and often the team could not find justification for payments made.

Recommendations:

It is recommended that billings under the terms of all contracts should be closely monitored by the CFO, and the terms enforced. Not-to-exceed terms must not be treated as “contract amounts,” but rather as maximum amounts.

It is further recommended that the contracts to be drafted by the solicitor for all professional contracts should include language establishing an amount not to be exceeded, except for well-defined reasons and with prior committee approval.

The township has promulgated an excellent document titled “Billing Rules and Procedures for all Professionals in the Township of Hamilton.” It purportedly applies to all professional service contracts with the township or boards and authorities. Boards and authorities include the zoning board, planning board, historical commission, environmental commission, and the industrial commission. The comprehensive list of provisions includes billing rates, non-compensable tasks, compensable activities, allowable expenses and method of billing for expenses incurred for experts and third party consultants, billing procedures, billing format, and other terms and conditions regarding escrow billing. Non-compensable tasks include preparing and processing billing statements and vouchers, secretarial and clerical work, duplicative (e.g., same task by more than one member of the firm), and conflict of interest checks. Non-compensable expenses include gasoline or transportation costs, local telephone charges, and meals and lodging, unless previously approved. The township can audit each professional’s files for compliance with the requirements of these rules. No experts and third party consultant can be hired except with prior approval of the expert and its fees and expenses. Billing procedures, format, and contents are set out with great specificity. Special additional rules intended to protect developers are set out for billing against escrow accounts and/or accounts established by developers or other entities seeking approval before any board or commission.

Elimination of clerical services and expenses as chargeable, and identifying the rules for approving reimbursements, made sense. In the past, large amounts were paid for photocopying fees. In 1998, one firm billed \$12,586 for photocopying at the rate of \$.50 per page. The same firm in the same year billed \$8839.85 for reimbursements.

Although meticulously drafted, it does not appear that the rules are followed. The purchasing agent, who is responsible for accounts payable, was not made aware of their existence. The MUA was not made aware of their applicability. It should be noted also, that some contracts incorporate the firm’s “Current Standard Hourly Rate.” Typically, there is provision for unilateral increase of those rates during the life of the contract. Some include provisions for

report processing and clerical work, in violation of the prohibition of billing for secretarial or other clerical services. Careful monitoring of all contracts should be undertaken to guard against paying for non-compensable services or expenses.

Recommendation:

It is recommended that all township personnel involved in approving and authorizing payment of bills should be made familiar with the rules and regulations pertaining to billing for professional contracts, and the township should insure that the rules and regulations are enforced. Payments should be monitored by the CFO. The township's rules governing billings should be included in the contracts for professional services to be drafted by the township solicitor.

PERSONNEL

The township does not employ a full-time personnel officer, but places the human resource function in the clerk's office under the deputy clerk. As stated previously, payroll is performed under the oversight of the finance department and this sometimes causes an overlap of services, which employees of the township found confusing and duplicative. The township employs approximately 185 employees including seasonal employees, with a gross payroll for 1999 of \$5,296,955. The township has enjoyed a relatively stable workforce with some recent additions in the police department.

Recruitment

According to the deputy clerk, positions are advertised in local papers, posted on bulletin boards inside the municipal building, and applications are available at the clerk's office. Interviews are arranged by the department head and passed on to the township committee for review. With the exception of the police department, which uses the South Jersey Police Chiefs' test, little testing is employed in the township. Police recruitment is further discussed in the police section of this report.

Applications were processed through the deputy clerk. The clerk completed in-processing functions such as withholding, pensions, health enrollment, union questions, grievance procedures, and workman's comp issues. Employees were generally directed to the clerk if they had questions about their paycheck or other human resource area questions. Grievance procedures were often addressed to shop stewards. Attendance records were maintained in the deputy clerk's office, but payroll was completed in the finance office. The team found that issues affecting ADA, affirmative action, and training were not well addressed. Township figures representing the racial make-up of the workforce were not readily available, with the exception of the police department. It appears the township needs to set goals for the hiring of minority employees to better reflect the community.

Recommendation:

It is recommended that recruitment efforts could be improved by:

- **Use of the Internet to address vacant positions.**
- **Establish relationships with the local schools to publicize positions.**
- **The township may wish to address a “nepotism” policy in its hiring practices to avoid any potential conflict of interest.**
- **The township may wish to re-visit the residency ordinance in order to avoid an artificial barrier to employment when looking for the most qualified individual.**
- **The township needs to establish a solid policy on positive recruitment to attract all minority candidates of the community into government.**

Attendance

Attendance in the various departments was recorded by hand and forwarded to the deputy township clerk for record keeping purposes and the maintenance of time balances. This process was not well documented at the local level with time clocks in some shops, hard paper copies in other departments, and informal arrangements in still others.

LGBR reviewed sick time and vacation time in the police department (discussed separately), public works, and the remainder of municipal government. Non-public works employees covered under Teamsters Local 331, used an average of 5.7 sick days per year and 12.7 vacation days per year in 1998. Both these figures are within acceptable standards. Public works employees used an average of 16.6 days of sick leave in 1998 and 16.5 days of vacation. Sick time in public works was excessive and will be discussed in detail in the public works section of this report. Attendance in 1999 showed the same groups to be using 7.46 sick days and 13.54 vacation days, while public works used 12.42 sick days and 14.60 vacation days.

LGBR believes a universal system of attendance, applied toward all employees, should be implemented to avoid irregularities and personal involvement. As mentioned in the police section, the township should investigate the purchase of a software package designed to both record attendance and produce payrolls to make this operation more efficient. In addition, sick leave policies need to be implemented, designed to identify chronic abusers of sick time. Certainly, regular abuse by supervisors needs to be addressed. Therefore, disciplinary practices need to be established to deal with the most severe and excessive use of sick leave.

The township is to be commended for its conservative approach to usage of sick leave in most of its departments.

Recommendations:

It is recommended the township establish a policy to address and correct the excessive use of sick time in the public works department.

It is also recommended the township consider the purchase of a software computer/slage card system to compute and monitor attendance and assist with payroll. Attendance guidelines need to be developed, distributed and enforced.

One-time Value Added Expense: \$6,000

Personnel Officer

At present, personnel duties are divided among the deputy township clerk, payroll clerk, business administrator, department heads, and the township committee. Most processing and employee concerns regarding time, paycheck, health issues, and applications are the duties of the deputy clerk. Affirmative Action, EEO, ADA, and other personnel tasks fall under the administrator. The township had not implemented a personnel policy designed to address many personnel issues.

The team observed that the administrator is involved with day to day operations, and taking on personnel duties could be overwhelming. However, the chief financial officer (CFO) already oversees the payroll functions and coordinates payroll and personnel issues with the deputy clerk.

LGBR believes that the human resource function should be centralized under the CFO. The deputy clerk's duties are to assist the clerk. This change of functions is significant and does require additional duties to be performed by the present payroll clerk. In addition, issues of importance involving the newest areas of human resources can be addressed by one of the township's most important positions – that of the CFO. This added function attached to both the CFO and the assistant to the CFO should be attainable, based on the total employee population.

Recommendations:

It is recommended the duties of the position of assistant to the CFO (payroll clerk) be restructured to include both payroll and all personnel functions.

It is also recommended the township adopt a personnel policy manual for all employees, and continue to update position classifications and specifications.

It is further recommended the township redefine the roles of an affirmative action officer, ADA specialist and training coordinator to be selected by the administrator, CFO and township committee.

Training

During the review, several employees commented on the lack of computer training. The team also notes the lack of organized training in supervisory management. Supervisory management training would be beneficial for the township organization as a whole, but especially in areas such as public works.

Recommendation:

The township should consider establishing a training plan to identify and assess skill levels throughout the various departments. The township could expand the training opportunities currently available in the police department. The township could also establish a relationship with state and county facilities in the area to identify available training programs and sources of funds available for specified training. Finally, the township should establish interlocal agreements to provide for training with other governmental agencies such as the area colleges, high schools, and technical schools.

Labor Negotiations

The team was impressed with the efforts of the township in maintaining a positive, collaborative atmosphere among its employees. The three labor union contracts were plainly written and understandable. The township has been successful in maintaining a staff of approximately 35 positions representing management. However, during our review, there was ongoing discussion on changing the relationship between the police department and management. The township should meet with the police representatives to redefine their roles and benefits. This group of dedicated police officers is a strong segment of township leadership and it is the team's opinion that the township should maintain its past practice of communication and collaboration. It would also appear that the administrator has accomplished much during the negotiation process. We suggest the administrator and CFO continue to take an active role in labor negotiations along with the township solicitor.

The labor function of the township has served the community well and deserves to be praised for the cooperation of all unions and employees. The township has maintained an active management group, and we encourage the township to continue to focus on this strength.

Deferred Compensation

The township has incorporated a deferred compensation match to many of its non-union employees as a cost benefit to those employees who wish to participate. The township has negotiated salaries in a very conservative way over the last years, compensating some positions at salaries lower than surrounding communities. As a result of our research in this area, we believe this benefit provides value to attract and keep quality individuals to its work force.

FINANCE

The financial operation of the township is managed by the administrator, chief financial officer and his staff. Overall, the township practices conservative fiscal management, demonstrated by the overall concern of maintaining adequate surplus balances to fund any emergencies that might arise.

Staffing

The finance office is staffed by the chief financial officer (CFO), the assistant to the CFO, and the purchasing agent. The position value for 1999 was \$138,660. In addition, the finance office budgets \$35,200 for the annual audit, on which \$39,211 was expended. This amount exceeded the original budgeted amount; therefore, a transfer of funds was necessary. Other expenses-miscellaneous, amounted to \$13,178 for 1999.

Budget

N.J.S.A. 40A:4-5 requires the governing body to introduce the annual municipal budget no later than February 10th of each year, in a calendar year municipality. N.J.S.A. 40A:4 also requires the governing body to adopt the budget by March 20th of each year in a calendar year municipality. During our review, the municipal budget was introduced and adopted later than the dates specified in the statute. We were informed that this was normal procedure in the township. Introducing and adopting a budget on time permits the municipality to apply for discretionary aid funding, and complies with statutory requirements.

Recommendation:

It is recommended that the township make every effort to introduce and adopt the municipal budget in accordance with the dates specified in N.J.S.A. 40A:4-5.

Property tax revenues support the township annual budget, as well as the county, the Hamilton Township School District and the Greater Egg Harbor Regional School District.

In 1999, the township budget was approximately \$11,833,000. Overall, the municipal budget has increased 17% for the period 1997 – 2000, reflecting the growth of services to a growing community. The largest portion of the 1999 municipal budget was police salaries and wages at \$2,643,098, followed by debt service at \$1,705,138, and health and liability insurance at \$1,349,243. Since the township acts as the collector for county, school district and local government taxes, the township must maintain a reserve to compensate for revenue losses arising from delinquent taxpayers in a non-spending appropriation called the reserve for uncollected taxes. In 1999, this reserve was \$835,428. The reserve for uncollected taxes appropriations has declined as the tax collection rate has risen.

Tax Rate

According to the 1999 Atlantic County Abstract of Ratables, Hamilton Township has the 8th lowest municipal purpose tax rate (0.433) and the 12th lowest total tax rate (2.669) in the 23 municipalities of Atlantic County. While the municipal purpose tax rate has remained relatively steady for the past few years, with the exception of a two-penny increase in the 2000 budget, the overall tax rate has declined approximately 8% from 1996 to 1999.

Surplus

The township has a relatively strong surplus history. The growth of the fund balance and appropriated fund balance has generally corresponded to the township's budget, with only minor fluctuations. Maintaining adequate levels of surplus places the township in a strong cash

position and provides contingent funds for large, unforeseen expenses without increases in the tax rate. Stable surplus levels are viewed positively by bond rating agencies that can reduce the costs associated with issuing long-term debt. However, the chart below indicates that the township is reserving 32%, 24% and 27% of its total budget as surplus. A conservative benchmark for fund balance as a percentage of the total budget is 10%. The township should consider reducing the size of the surplus held in reserve to 10%.

Analysis of Fund Balance

	1997	1998	1999
Beginning Fund Balance	2,287,217	3,436,053	2,858,305
Balance Appropriated	945,000	1,650,000	1,686,730
Percent Budgeted	41%	48%	59%
End of Year Balance	3,436,053	2,858,305	3,275,470
Total Budget	10,625,680	11,670,230	12,323,389
Percent Unused FB	32%	24%	27%

Recommendation:

It is recommended that the size of the surplus each year be reduced to an amount equal to 10% of the total budget.

Purchasing

Purchasing falls under the direction of the finance office. The purchasing agent is mainly responsible for accounts payable. She believes she spends the majority of her time (90%) processing purchase orders, and 10% of her time doing purchasing agent duties. One of the main concerns of the purchasing agent is the high amount of confirming orders generated from the department of public works. Confirming orders bypass the encumbrance procedure, a violation of technical accounting directive #1.

As stated in Municipal Current Fund Accounting in New Jersey, published by the Center for Government Services, Rutgers University:

“In order for an encumbrance system to operate properly, a purchase order system is necessary. A purchase order should not be considered valid until it is countersigned by the CFO as to availability of appropriated funds. This is why confirming orders or confirming requisitions for orders already placed nullify the system. They are intolerable where expenditure discipline is expected. The Division of Local Government Services, Local Finance Board has adopted regulations (N.J.A.C. 5:30-14.5) regarding the methods by which obligations should be charged against budget appropriations.”

Although the director of public works has been made aware of the reason for the encumbrance procedure, there has been no reduction in the large number of confirming orders received by that department.

Recommendation:

It is recommended that the township take the necessary steps to reduce the number and frequency of confirming orders from the public works department. These steps can include employee education, and/or refusal to honor confirming purchases unless a true emergency can be demonstrated.

Planning and Cooperative Purchasing

Central purchasing control can help to assure the budget that is adopted is properly implemented and serves the purpose of guarding against over-expenditures. However, there needs to be a greater emphasis on planning, the development of “purchasing cycles” for each of the departments, and the inclusion of the purchasing agent in the budget planning process. The purchasing agent would then be able to determine the most cost effective way to meet the township’s material and service needs for the upcoming budget year.

The township currently participates in the Atlantic County Purchasing Cooperative, which allows the township to gain greater output from its purchasing dollar. The Atlantic County Cooperative enables multiple municipalities and/or school districts to aggregate their needs to gain greater discounts for commonly needed services and supplies. Existing cooperatives have documented savings of 10 to 50% below current state contract pricing.

In addition, we recommend that the township enter into an agreement with the school districts to share in the purchasing of common needs, most notably general office supplies and copy paper, custodial chemicals and paper goods, and maintenance materials and supplies the previous year.

Recommendation:

Although the township is commended for participating in the Atlantic County Cooperative for such bulk items as salt and sand, we believe further savings could be realized by joint purchasing agreements with the school districts.

Cash Management

The township has not adopted a cash management plan for 1999 in accordance with N.J.S.A. 40A:5-14. An adopted, comprehensive cash management plan assists municipalities in supporting government operations, meeting legal obligations, protecting government assets, providing adequate liquidity and accountability. The goal is to maximize cash availability and maximize investment yield. According to the township’s annual financial statement (AFS) for 1999, the township maintains 20 checking accounts and two certificates of deposit distributed among three banking institutions. In analyzing the accounts, several were found either inactive or with low balances.

Recommendations:

It is recommended the township adopt a cash management plan in accordance with N.J.S.A. 40A:5-14. We further recommend the township issue requests for proposals for banking services to ensure it is receiving the best return on its money by minimizing service fees while maximizing interest earnings.

It is also recommended the township reduce the number of accounts it maintains, thus reducing the overhead involved in maintaining and reconciling accounts.

One of the most essential aspects of controlling day to day operations for any government is the cash control and reporting system. Accurate information is essential to determine cash on hand and facilitate the forecasting of cash flows. This helps the finance officer to identify investable cash and potentially boost interest earnings.

The review team analyzed the township's use of its cash, its interest earnings, and its relationships with its banks. Although the township code book delegates to the administrator the duties of cash management, in actuality, the township official responsible for the township's cash management plan is the chief financial officer. Our analysis indicates that the township is generally doing a good job on its investments. According to the CFO, the staff reconciles bank accounts on a monthly basis.

In analyzing the accounts, we compared the actual interest earned to potential interest earnings from the New Jersey Cash Management Fund (NJCMF) and from 91-day T-Bills. While we know that it is unlikely for any municipality to earn interest equal to these because they are not meant to be used as a checking account, they are still good benchmarks to strive for. The township received \$239,954 in interest on investments and deposits in 1999. In comparison, the same funds placed in the NJCMF would produce \$273,135 in interest earnings and the 91-day T-Bill earnings would amount to \$251,634.

Recommendation:

The township should solicit RFP's for banking services for its accounts to achieve interest rates comparable to what could be achieved through the NJCMF or through 91-day T-Bills.

Revenue Enhancement: \$21,501 - \$39,672

Audit

The township appointed a new auditor for 1999. The audit is dated May 23, 2000. The auditor issued a qualified audit because the financial statements did not include the general fixed assets account group among other audit findings. It should be noted that the previous year's audit was an unqualified audit. Fifteen findings of noncompliance related to the financial statements were reported. Two of the findings needed no corrective action since they applied to the welfare office, which was transferred to the county on January 1, 2000. The audit also addresses eight

prior year findings, of which three were resolved, and five remain outstanding. Pursuant to applicable accounting requirements, the CFO must file and implement a corrective action plan to correct the findings noted above.

Debt Service

The township issued \$14.1 million in general obligation bonds dated December 1, 1998. These bonds consisted of \$7.7 million of general improvement bonds, and \$6.5 million in refunding bonds. Payment of the principal and interest on the bonds is guaranteed by a municipal bond insurance policy. The interest rates over the life of the bonds, to be paid off in 2013, range from 4.25% to 4.5%.

As required by N.J.S.A. 40A:2-40, the township prepared the 1999 Annual Debt Statement, as of December 31, 1999. The permitted debt limitation for municipalities is 3.5% of net debt to average equalized valuation. According to the township's debt statement, its percentage of net debt is 2.35%. The components of net debt are as follows:

Debt	Gross	Deduction	Net
School Purposes	\$36,475,094	\$30,932,872	\$5,542,222
Other Purposes	\$16,647,428	\$125,000	\$16,522,428
Total	\$53,122,523	\$31,057,872	\$22,064,651

As indicated above, the school debt exceeds its bonding capacity so that \$5.5 million is a portion of the statutorily separate borrowing capacity of the township. This came about as a result of a \$40.3 issuance of school bonds in December, 1992. The district had a bonding capacity of only \$28.9 million. School Bond Law provides that a portion of the township's borrowing capacity could be used to accomplish this financing. As a result, the actual amount of debt issued by the municipality for municipal purposes is \$16.5 million.

Hamilton participates in the Egg Harbor Regional School District and incurs an apportionment of the debt according to percentage of equalized valuation. The four municipalities participating in the district, Egg Harbor City, Galloway Township, Hamilton Township and Mullica Township share in the debt.

Given the growth of the community, the team believes the present level of borrowing will continue. This continued trend of sizeable debt service payments is partially offset with growth of ratables that provides adequate financial flexibility as long as revenue growth outpaces expenditure growth. The township's 2000 capital plan anticipates \$2,032,275 in additional debt for capital improvements through 2005. While continued borrowing will not necessarily hurt a town's financial stability, it is likely to jeopardize its credit rating if borrowing is not offset with conservative financial management and a growth in assessed valuation. It is important for a municipality to preserve bonding flexibility. When the team analyzed how leveraged the local tax base is, the township's overall debt burden is 13.6% of its budget.

TAX ASSESSMENT

The tax assessor's office operates efficiently overall. The team analyzed data such as the size of the municipality, the number and strength of the ratable base, the number of appeals filed annually, the number and amounts of added assessments. Hamilton Township is 115 sq. miles in size and has approximately 16,202 line items. The office is staffed by a full-time assessor, a deputy assessor, and a full-time office clerk. Total salary and wage costs were \$129,838. Other expenses were budgeted at \$51,175, of which \$31,300 were expended. Additional help is provided by an outside consultant to help maintain the added assessment lists. The cost of this outside source is negligible.

From 1997 to 1999 the equalized value of all real estate in Hamilton Township has increased by about 6%. This trend indicates slow but steady growth. Added assessments for 1997 through 1999 amounts to some \$93,000,000, or approximately \$30,000,000 per year. Tax appeal losses appear negligible and have declined from a high of over 1,100 in 1993 to a low of 52 for the tax year 1998. Hamilton Township rarely, if ever, utilizes the services of outside consultants/appraisers or law firms to handle tax appeals. For the most part, all appeal work is handled in-house. This is a very important aspect of the report on the assessor's office. In past LGBR reviews, the teams have found large amounts of monies paid to outside interests for defense of tax appeals, only to have a stipulated settlement with negative monetary effects on the ratable case.

We commend the tax assessor for handling most of the tax appeal work of the township in-house.

The team conducted a detailed review of outstanding building permits, and it came to our attention that the assessor's office had a backlog of outstanding permits. Although the majority seemed minor, it would be very useful, both to the municipality and to the taxpayers of Hamilton Township, to have as current as possible the added assessment list each October 1st.

Recommendation:

The assessor should make every effort to address the backlog of outstanding building permits.

TAX COLLECTION

Staffing

During our review, the tax collector staff consisted of the tax collector, a deputy tax collector, and three full-time clerks. The position value (salaries and wages) for this department is \$164,351. Other expenses budgeted were \$78,250, of which \$62,835 was expended. This office handles approximately 16,200 tax lines. Using a benchmark from previous Local Government Budget Review reports, an efficient workload should equal approximately 3,300 line items per person. This would indicate that the department is appropriately staffed. The department is

currently upgrading its tax collection software and will be heavily involved in the training of staff. Once implemented, we believe this will permit efficiencies in the workload of the office to permit the tax office staff to undertake utility billing and collection services that we recommend be transferred to the township via an interlocal agreement with the Hamilton Township Municipal Utilities Authority.

Tax levy and collection rates for 1997 (97.76%), 1996 (96.81%), 1995 (96.2%) are above state average of 96%.

YEAR	TOTAL RATE	MUNICIPAL	GARBAGE	REGIONAL SCHOOL	LOCAL SCHOOL	COUNTY
1999	2.795	0.433	0.126	0.602	1.080	0.554
1998	2.862	0.433	0.125	0.616	1.137	0.551
1997	2.991	0.453	0.125	0.626	1.226	0.561
1996	3.03	0.453	0.125	0.654	1.220	0.578
1995	2.842	0.295	0.125	0.646	1.171	0.605

We commend the tax collector and her staff for their considerable efforts.

The township passes a resolution at their reorganization meeting in January that permits the tax collector to charge 8% per annum on the first \$1,500 of delinquent taxes and 18% on delinquencies in excess of \$1,500. She is also authorized to charge a 6% penalty to those who are delinquent in excess of \$10,000 prior to the end of the fiscal year. The collector's office is diligent in collecting delinquencies. The 1998 tax sale was held in February, 1999.

An important concern of the tax collector was the large sums of cash being deposited by various municipal employees, sometimes several times a day. It would strengthen internal controls and be more efficient if one person was designated, at a specified time each day, to make the township bank deposits.

The team agrees with the collector and recommends that the township take the necessary steps to standardize bank deposit procedures.

Tax staff brought up several concerns to the team, including salary and training issues. It is obvious that the township wishes to employ and keep a highly trained, competent work force. This is particularly evident in the tax collector's office, where the collector and deputy collector are highly trained and certified in their field (the deputy collector is also a certified municipal finance officer) and the subsequent performance of the collector, deputy collector and tax staff has resulted in improved tax collection rates, decreased reserve for collection appropriations, and increased accountability. The township should reevaluate the existing salary ordinance, and compensate those employees who have shown a consistent track record of excellence. The township should insure that salaries paid are comparable to those of surrounding communities with similar performance levels, and that adequate training is available to all township employees.

COUNTY LIBRARY

The township has regionalized library services by becoming a member of the Atlantic County Library System. The county library tax is \$.042 per \$100 of assessed valuation.

The team commends the township for their participation in the county library system.

LEGAL

The township solicitor has held his position since August, 1999, and has been practicing municipal law since 1973. His duties include, attending all township committee meetings, drafting all ordinances, and non-routine resolutions. He litigates township tax appeals and tax foreclosures, but does not litigate tort cases that are defended by the JIF. The solicitor does not handle workers' compensation cases, nor union negotiations. Since the current administrator has been employed, no attorneys have been used for contract negotiations. The solicitor also acts as legal adviser to the township committee and staff. By his initiative, all correspondence to him by committee and staff are copied to the administrator.

Pending Cases

As of June 1, 2000, there are no tax foreclosure cases pending. In August, 1999, when the solicitor began his employment with the township, there were roughly 100 open cases, all of which were disposed of satisfactorily by year-end. There are two tax appeals pending, neither of which poses significant exposure. No new tax appeals have been filed in tax court in 2000. There is one tax appeal case that was handled by a prior township solicitor, which is still pending, technically. The township was successful in the case, but it remains open against other defendants. The previous solicitor continues to manage the case for the township, as he did for other cases in 1999 that were begun during his tenure, prior to 1999.

Union Contracts and Employee Relations

As stated previously, the solicitor does not participate in union negotiations. In the past, the township employed a union specialist for negotiations and litigation. Currently, none is under contract. Union negotiations settled in early 2000, were handled by the administrator. Issues concerning terms of a union contract, are referred to the administrator.

Billings

Of \$106,463 in billings for solicitor services in 1999, \$46,532 was for current services, and \$59,931 was for carryover cases from years prior to 1999, billed by the pre-1999 solicitor. Based on first quarter billings by the current solicitor, annual costs project to \$77,418. The 1998 solicitor has not billed for any services in 2000. Some 1999 billings for pre-1999 cases remain unpaid, pending examination for appropriateness. It would appear that total billings will drop from \$106,463 to less than \$80,000. The 1999 budget allocates \$25,000 in special counsel fees, of which \$1,800 was expended, and \$100,000 in legal miscellaneous, of which \$40,749 was spent.

Contract

The solicitor contracts for 1999 and 2000 each called for payment of a fee of \$5,000 in addition to his hourly fee for services of \$125. The solicitor does not receive health benefits. Although the services in the solicitor's contract are very detailed, it does not appear that the \$5,000 is applied to any services. It does not cover attendance at meetings, for instance. The solicitor has billed \$2,287 for attending meetings in the first quarter of the year 2000. Projecting that figure, his annual billings can be expected to total \$9,150. The individual appears on the payroll as a part-time employee at a salary of \$5,000 plus social security and Medicare. The solicitor for the zoning board is paid a salary as a part-time employee of \$6,250. His billings for 1999 totaled \$1,175. His attendance at meetings was part of his salary agreement with the township.

Recommendation:

It is recommended that future professional service contracts specify the services provided for the retainer or salary.

Cost Savings: \$5,000

INSURANCE

Health

At the beginning of our review, the township self-insured its health benefits through a third party administrator up to \$20,000 per individual per incident. A commercial policy was maintained for claims in excess of this limit. Costs had risen 10% for the past two years, which forced the township to examine other providers of health insurance coverage. In 1999, the township paid \$897,000 for both health care and prescription, with health care accounting for 80% of the total. During the course of the review, the township switched health and prescription plans to the State Health Benefits Program (SHBP). The overall cost to the township was approximately \$743,000 for both healthcare and prescription.

We commend the township for providing quality health benefits to its employees at a reduced cost to taxpayers.

The township did have to pay for claims for healthcare from their self-insured plan, and decided to elect a premium deferral for the maximum of two months in order to offset some of the expenses that occur when switching plans. Local entities are best off when funds are set aside for such an event.

Most township employees chose the point of service plan, which is considered to be the negotiated cost benchmark for state employees. State employees who choose the point of service plan are not charged a portion of the premium. State employees who sign up for HMOs are required to pay a premium co-pay of 5%, and those who sign up for the traditional plan pay a 25% premium co-pay. Local employers are only permitted to charge a premium co-pay to

employees for “other-than-single coverage.” Since a majority of employees signed up for the point of service plan, the review team applauds them in accounting for the costs of the plan, both to the employee and to the community, in the selection process.

Prescription Plan

One of the primary cost drivers in health care costs has been prescription plans. It was estimated by the team that the township expended about 20% of its healthcare expenses, or about \$180,000, on prescriptions. While 10% increases have surfaced in public sector health plans, prescription plan rate increases have exceeded 20-30%. The state plan recently had a 28% increase in prescription costs, of which 5% is attributed to an 18-month renewal, rather than a 12-month renewal. The increases are also attributed to costs of new drugs and the increased dispensing frequency.

Municipalities are limited by both past practice and labor negotiations with unions resistant to change. The township could have stayed outside the state prescription plan when it signed up for the health benefit plan, but they chose the state plan over an outside plan, or the more cost effective choice of not having a prescription plan at all. The township would have paid about \$160,000 for the state plan in 1999. The township is expected to pay \$18,100 per month through 2001, or an annualized rate of \$217,000. The old plan’s costs would be in excess of \$18,000 per month in 2000, and then about \$24,000 per month in 2001.

The township combines its health and liability insurance costs in one line item in the budget. In 1999, the combined costs were \$1,309,562, exceeding the original 1999 budget appropriation by approximately \$180,000.

Risk Management

Risk Management is a broad field that requires managers to understand the probabilities of losses that can occur from property damage and liability claims, the differences between optimum and maximum insurance coverage, and the cost and benefits of insurance and loss prevention programs. Basic coverages of risk management are automobile liability, general liability, property liability, and workers’ compensation.

The township has participated in a joint insurance fund (JIF) since 1990. JIFs allow local governments to pool insurance risk with other government entities in an effort to achieve savings collectively from economies of scale. The major drawback of JIFs is the shared risk factor, in that a catastrophic expense incurred by any member of the JIF becomes the responsibility of the collective group.

The township insures for property, general liability, auto liability, workers’ compensation, public officials and employment practices through the Atlantic County Municipal Joint Insurance Fund (JIF) and the Municipal Excess Liability Joint Insurance Fund (MELJIF). Premiums for the township were \$406,210 and \$393,965 for the 1999 and 2000 calendar years, respectively. The following table outlines the 1999 and 2000 cost distribution.

1998 & 1999 Insurance Premiums

Loss Funds	1999	2000
Property	\$28,282	\$29,391
Auto Liability	\$22,808	\$21,837
General Liability	\$62,175	\$56,793
Workers' Compensation	\$92,945	\$95,636
Loss Fund	\$32,942	\$32,689
Operating Expenses	\$55,855	\$57,186
Excess Liability	\$88,210	\$88,962
Risk Management Consultant	\$22,993	\$11,472
Total	\$406,210	\$393,965

The township also provides coverage for the volunteer fire companies. In the 2000 fiscal year, fire premiums represented 7% or \$27,773. The team found this to be quite generous, considering the township purchases all fire apparatus, pays rent to house the equipment and funds facility improvements. Claims filed by the fire departments include spilled oil on a turn out gear (\$4,200), tick bites (\$40), and equipment falling off a fire vehicle (\$10,445). In other towns, the team found fire companies on the municipal policy, but the fire companies had reimbursed the township the premium. This alleviated the issue of a municipal entity providing insurance for privately owned buildings and activities.

Recommendation:

Volunteer fire companies generally receive revenue for operational expenses and equipment through fundraising. In addition, the public funding of insurance for private facilities needs to be closely examined by the township. It is, therefore, recommended that the township either eliminates the insurance coverage or requires the fire companies to reimburse the township the insurance premium.

Cost Savings: \$27,773

Risk Management Consultant

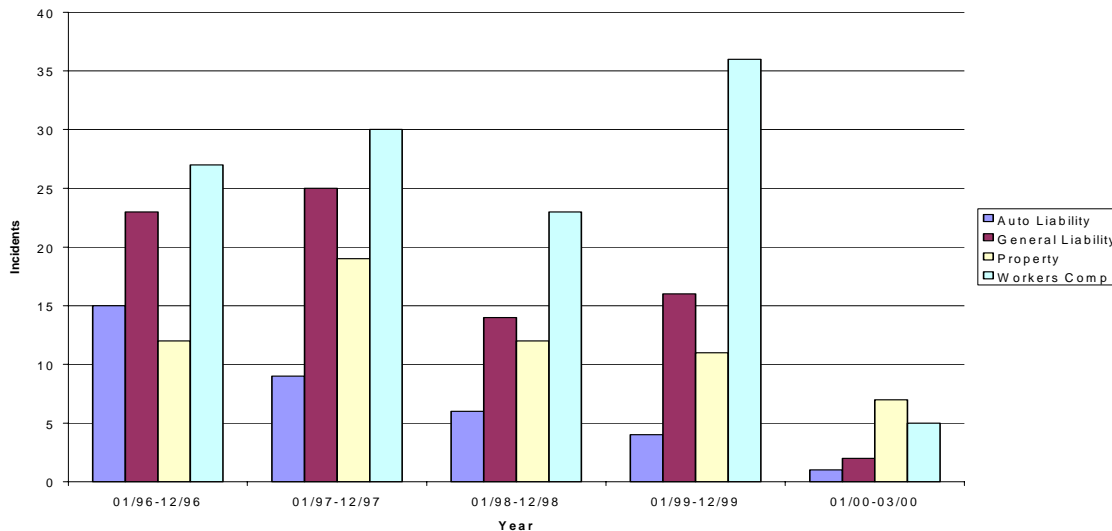
The risk management consultant (RMC) provides expertise in risk management, specifically helping the township identify insurable exposures and recommending professional methods to reduce, assume or transfer risk loss. The RMC also assists in understanding various insurance coverages available from the JIF and any other services required by the JIF's bylaws. In 1999, the township paid 6% of the premium or approximately \$22,944. Due to financial constraints, the township negotiated a reduction to 3% for the 2000 and saved \$11,427.

We commend the township for reducing the RMC's fee to 3% of the annual premium for annual savings of \$11,427.

Insurance Claims

As part of the review, the team requests a loss-run report from the insurance company. A loss-run report lists all insurance claims and provides management with a valuable tool for risk management. The team reviewed the reports to identify areas that may appear to have excessive claims. The chart below shows the claims for the past four years.

Insurance Claims Distribution 01/96 - 03/00



A linear trend analysis from 1996 through 1999 found that while general, automobile, and property liability claims have been on a downward trend, workers' compensation claims have been increasing. The following table shows the distribution, by department, of workers' compensation claims for the 1998 and 1999 calendar years:

Department	1998		1999	
	# of WC claims	Loss	# of WC claims	Loss
DPW	8	\$5,614	19	\$108,702
Police	12	\$22,055	17	\$97,958
EMS/Fire	6	\$2,665	5	\$2,374
All Others	3	\$620	1	\$244
Total	29	\$30,954	42	\$209,278

WC = Workers' Compensation

As indicated in the table, the police and public works departments have the largest number of workers' compensation claims, with the DPW more than doubling the number of claims from 1998 to 1999.

Recommendation:

Because of the nature of the work, police departments have difficulty in managing workers' compensation claims. In the DPW however, claims are generally manageable when the township adopts and enforces a strong risk management plan. It is, therefore, recommended the township review safety training in the Police and DPW departments identifying and implementing corrective actions to reduce workers compensation claims.

Safety Committee

Local governments minimize risk and workers' compensation claims through a proactive approach to safety that involves the JIF, elected officials, and a safety committee staffed with personnel from each department. The safety committee, in conjunction with the JIF's risk management consultant, should perform monthly safety inspections and develop employee training and safety manuals that establish a safe work environment that minimizes risk and reduces accidents and injuries. Throughout 1999, the JIF and township safety committee have attempted to work together to develop a satisfactory risk-free environment through routine committee meetings and monthly safety inspections. Safety meetings and monthly inspections are a requirement for JIF membership.

The last annual joint safety inspection between the township and JIF loss consultant occurred July, 1999. In the report, several recommendations were made regarding employee safety in the DPW, which have not yet been addressed. One finding was the lack of personal protective equipment for workers at the DPW facility. The DPW reported that employees did not like using safety devices. At Underhill Park, the inspection report recommended removing a fallen tree from a children's playground and repairing damaged sidewalks and bleachers. A tour of the park revealed that the township had not addressed these issues.

Recommendation:

Monthly inspections performed by the township and/or the JIF loss consultant help minimize risk to employees and residents and contribute to lower premiums. Failure to implement corrective action may result in increased premiums, workers' compensation claims, and liability suits. It is, therefore, recommended the township establish a policy for implementing corrective actions to findings of safety inspections.

Another major area of concern that jeopardizes the township membership and insurance premiums was the fire department's failure to comply with JIF bylaws. According to both the township safety coordinator and the risk management consultant, the fire companies do not comply with the safety inspections. Safety committee meeting notes indicated the committee considered making a recommendation to the township to terminate all funding to the fire departments for failure to comply with the JIF. If the township elects to continue coverage for the fire departments, then the companies should comply with the JIF safety inspections.

Recommendations:

Failure by the fire departments to comply with joint insurance fund (JIF) requirements places the township at risk for higher premiums and jeopardizes the safety of occupants in the fire facilities. It is, therefore, recommended that the township committee, in conjunction with the safety committee develop a plan with punitive actions for failure to comply, to encourage the fire departments to conform to the JIF requirements.

It is also recommended that the township require the fire companies to provide facility rental agreements that include hold harmless language protecting the township from catastrophic lawsuits stemming from an incident at the firehouses.

In an effort to promote safety, the township has one safety party each year where employees attend video sessions and receive demonstrations regarding safety in the work place. The most recent gathering included a physician from a nearby hospital who lectured on summer safety issues. Afterwards the employees participate in a “picnic” luncheon that included safety-oriented activities. The team was not able to obtain a list of attendees.

The review team also found that the township lacked an employee policy and safety manual. A policy and safety manual provides employees with a valuable resource of information covering subjects from personnel related issues to a light duty policy, and establishes standards for equipment certification and operations. The township should contact the JIF and Cape May City for assistance. Cape May City produced a comprehensive employee manual that has been emulated by other municipalities.

Recommendation:

Policy and safety manuals provide guidelines for employees while assisting management with risk management. It is, therefore, recommended that the township develop an employee policy and safety manual.

Risk management currently falls under DPW purview, however, safety issues generally fall under the guidance of the fire department. Once the township fills the fire coordinator position described in the fire section of this report, the townships should consider transferring safety-coordinating responsibilities to the fire coordinator.

Recommendation:

It is recommended that the safety coordinator responsibilities be transferred to the fire coordinator position recommended in the fire section of this report.

TECHNOLOGY

Technology provides local government administrators with numerous opportunities for savings including improved productivity and staffing realignments. Without proper planning and coordination, technology may become a costly, re-occurring expense. The goal of management and office automation should be to use technology to promote a smarter and efficient organization while limiting the impact on resources. LGBR reviewed township management information system (MIS) initiatives and found a relatively strong use of technology with room for significant improvement through better coordination, training and managerial commitment.

Staffing

The township does not employ a technology specialist, but rather, utilizes a detective and captain in the police department to handle MIS issues. Both the captain and detective spend approximately 50% of their time on MIS issues. The municipality contracts with an outside consultant for complex issues at an annual estimated cost of \$20,000. The police department expressed a desire to return both officers to police responsibilities. However, while the township dedicates the equivalent of one FTE to MIS issues, the team does not feel that the level of technology in the township warrants the employment of a full-time position, but rather a $\frac{3}{4}$ position. The report elaborates further in the Shared Services - Technology section below.

Technology Plan

A technology committee, consisting of department employees and community business people and residents, provides valuable assistance to the township in developing and maintaining technology initiatives. A technology committee has the responsibility to produce a plan that provides political leaders and the community with documentation of coordinated technology activities, including a budget that outlines technology expenditures for 3-5 years. The township informed the team that they have neither a technology committee nor plan. Independent of the recommendation for a shared MIS department with the school district (below), the municipality should immediately create a technology committee and charge its members with performing a needs assessment survey of every department. A needs-assessment survey involves a detailed study of each department and its employees. The survey assists the committee in integrating technology efficiently and comprehensively into the municipal operations.

Recommendation:

At the time of the review, the township did not have a technology committee or a plan. It is, therefore, recommended that the township create a technology committee comprised of an employee from each department and residents and business people from the community. The committee's first responsibility should be to perform a needs-assessment survey and develop a technology plan.

Infrastructure

Recent technology purchases increased the number of computers in the township to 81 PCs with additional investments in peripherals such as scanners, digital cameras, printers, and monitors.

The computers are networked through three servers on a universal operating platform that permits an in-house email system in the main facility. Since the majority of the computers are under manufacturer warranty, the township does not maintain a parts inventory.

The township does not have a current web site. However, there are 14 Internet accounts that provide external email and web access for each department, at an annual cost of \$960. It was reported to the team that the accounts are seldom used as management frowns upon the employee use of the Internet.

The team also found a lack of coordination of MIS activities in the township. Software selection remains decentralized as departments individually decide their own business office and word-processing software package. This has resulted from various departments being entrenched with the legacy software. For examples, the code bureau uses an old software word processing package while other departments use a more popular package.

The township does not have a universal business package. The CFO maintains spreadsheets to make up for the shortfall of the finance package. The team found different packages in all departments, and, while the private market has yet to produce a comprehensive package, the team has found packages that allows data migration between software packages that assist management with decision making.

Recommendation:

Upon establishment of a technology committee (see section below), the township should request the committee to review all departmental software and determine if the market can provide more comprehensive and integrated software packages, better suited to the needs of management.

Licensing

As part of the review, the team inquired as to the proper licensing of software on municipal computers. In recent years, several municipalities and cities have received excessive fines for non-licensure of software. Based on our interviews, it appeared that the township had some licensing issues; however, these issues were mostly resolved with the last major computer license.

Recommendations:

The township needs to verify that all software on the municipality's computers is properly licensed. It is, therefore, recommended the township inventory all software on township computers and, if the township or user does not have a license for the software, immediately delete the package from the township computer.

It is also recommended the township develop a policy designed to establish procedures regarding proper licensing of software on township computers.

Payroll

The team found numerous paper processes in the collection and maintenance of payroll records. For example, the police department enters all time keeping functions in a database program. The department then forwards a hard copy of the report to the payroll clerk who enters the data into a payroll system. Other departments maintain manual records and then forward them to the payroll clerk.

There are numerous payroll systems that perform both payroll and human resource management functions through swipe card technology. A payroll software package reduces the redundancy and inefficiency of the payroll processes currently in place. Adoption of a payroll/human resource program will create a significant productivity enhancement, allowing redistribution of duties and, potentially, a reduction in staff.

Recommendation:

The numerous payroll processes throughout the departments represent a significant productivity loss and potential overstaffing. It is, therefore, recommended that the township charge the technology committee with the responsibility of identifying a payroll/human resource package that eliminates the multiple payroll processes in the township.

Training

The team heard numerous concerns from employees regarding a lack of training in technology. For example, when the township integrated new technology and software in code enforcement, the department continued to use the legacy word processor because of a lack of training on the office word processor package. Almost every office expressed similar issues.

Recommendation:

Training employees is critical to successful integration of technology in the work place. It is, therefore, recommended that the municipality develop a training budget when purchasing new technology. The team feels 5% of the purchase price should be appropriated for training.

Technology Expenditures

In 1999, the township invested \$190,000 in computers to replace equipment dating back to the late 1980's. The township committee funded the purchase through a \$200,000 bond ordinance, #1306-98, which included \$10,000 for administrative costs. Financed through general obligation bonds, the township listed the purchase as a capital improvement with a 10-year period of usefulness. At the conclusion of the bonding, the township will have paid an additional \$80,750 for computers whose life cycle would have ended approximately five-years earlier.

Local governments need to be cautious when making major purchases in one budget year, especially since technology is a major investment that has a relatively short life. When municipalities and school districts develop and adhere to multi year purchasing plans, they spread

the expense over several years and eliminate the danger of having to replace all of its technology at once. If the government needs to finance their purchases, the township must first determine that the equipment it intends to purchase through financing would have a useful life of at least five years. If the township determines the useful life is less than five years, such equipment could be purchased on the basis of a budget appropriation or it could be leased in accordance with the Local Public Contracts Law, N.J.S.A. 40A:11-1.

Recommendation:

Careful planning and budgeting through a technology plan reduces the risk of major purchases and interest expense charges. It is, therefore, recommended the township plan and fund technology purchases according to a technology plan as prescribed in the technology committee section.

Policies and Procedures

Policies and procedures establish guidelines for employees using township technology. It also protects the township from costly litigation generated by inappropriate use of email, the Internet, or computer resources. The township reported that there are no policies and procedures governing technology usage in the township.

Recommendation:

Policies and procedures provide employees with guidelines for acceptable use of township owned technology. It is, therefore, recommended the township develop policies and procedures outlining technology usage.

Police Department – Motor Data Terminals

The police department utilizes 10 notebook computers, of which seven are assigned to patrol vehicles. The notebooks allow officers to remain in the community while they type their reports. The department assigns a computer notebook to one vehicle in each sector. At the completion of their shifts, officers are allotted approximately one-half hour to transfer data to the records management system. Officers without notebook computers return to the station house at least one hour before the end of their shifts to enter their reports into the computer. On slow days, an officer may return to the station several times a day to enter reports.

Recommendation:

For the first two shifts, officers not assigned notebook computers create an annual \$64,978 productivity loss by returning to the station to type their reports. It is recommended that the police department assign all notebooks to patrol vehicles, which yields a \$64,978 productivity enhancement.

Productivity Enhancement: \$64,978

Patrol officers collectively use 6,752 work hours a year entering reports into the computer records management system. These hours are deducted from patrolling. Using the average patrolman's per hour salary of \$29.67, the township suffers a productivity loss of \$200,348.

Mobile Data Terminals (MDT) allow patrol officers to access information and submit reports directly from their patrol car's computers. Furthermore, patrol officers will have access to a recently developed photo database of arrested individuals. The computers exchange information with the in-house computer systems via either cellular modems or radio signals. The MDT systems also allow officers to remain in the field until the end of their shift. Cost depends on the communication system of the police department as cellular incurs annual expenses. Even with the rotation of notebook computers, officers return approximately one-half hour earlier to transfer their reports from the notebook to the records management system.

The township should explore installing mobile data terminals in the patrol fleet. Installation of a docking system for 25 vehicles will cost approximately \$35,000, including power regulators and modems. Cellular charges should be an estimated \$6,000 per year. The team believes the township could outfit the remaining vehicles with notebooks and modems through grant funding at an estimated cost of \$70,000. The township will gain additional savings from overtime reduction when officers no longer return to the station and stay late to enter their reports.

Recommendation:

Installation of Mobile Data Terminals will allow officers to type reports in the field while in the field. It is, therefore, recommended the district install MDT technology in all patrol vehicles for a productivity enhancement of \$200,348.

Cost Savings: \$25,000
Productivity Enhancement: \$200,348
One-time Value Added Expense: \$35,000
Recurring Value Added Expense: \$6,000

Photocopiers

Photocopiers represent a business expense to all departments in the township. Local governments procure copiers through four types of financing - purchase, lease, lease/purchase, and cost-per-copy (CPC) contracts. The state CPC contract - T0206 is essentially a rental agreement where the user pays for a specified number of copies and is charged for excess copies over the specified allotment. CPC contracts include all maintenance and supplies, with the exception of paper. The team has found that CPC contracts are generally less expensive than other types of financing, and allow the local governments the benefit of upgrading copier equipment every three years. The township has seven copiers stationed throughout the main municipal building; three leases, three owned, and a CPC contract. The team compared copier consumption and current contracts to the state CPC T0206 Contract.

The team found three issues associated with the copiers. First, it appears the township selected the incorrect CPC copier for the planning department. According to the town's CPC contract, the township contracted for 12,000 monthly copies at \$156 per month. The meter reading

indicates the township makes approximately 8,333 copies per month. Had the township selected a lower allotment of 7,500 copies per month and .0135 per copy excess charge, the township would have saved \$ 1,710 over the life of the contract.

The second issue considers the lease arrangement versus the state CPC contract. The lease contract involves three copiers, packaged at a price of \$7,169. When utilization rates were compared to the CPC, the CPC contract represented an annual \$4,065 saving over the lease arrangement.

Finally, the township owns one copier, which has a maintenance agreement cost of .0125 charge per copy. Based on monthly copy average of 37,703, the township spends \$5,656 annually on the service agreement. The comparable annual CPC copier cost is \$4,434, savings of \$1,222 dollars. A switch to the CPC contract will provide the township with upgraded technology every three years.

The following table shows a comparison between lease/maintenance contracts and the state CPC contract:

State CPC Contract Comparison to Existing Copier Contracts

Location	Status	Average Copies Per Month	Annual Municipal Cost	Annual State Contract T0206 Cost
Court	Leased	926	Package Price \$7,169	\$290
Social Services	Leased	1,016		\$295
Mailroom	Leased	18,253		\$2,519
Finance	Owned	37,703	\$5,656	\$4,434
Planning	CPC	8,333	\$1,872	\$1,350
Total Annual Costs			14,697	\$8,888
Total Savings for Switching to CPC Contracts			\$5,809	

Recommendation:

Cost-per-copy contracts are generally less expensive than traditional purchase and lease arrangements. It is, therefore, recommended the township utilize cost-per-copy contracts for a savings \$5,809.

Cost Savings: \$5,809

There are two additional copiers not listed in the above table that are located in the police department. The department uses one copier for high volume copies, that has an average

utilization rate of 12,000 copies per month. The township purchased the copier in 1991 and pays .011 per copy for maintenance and service. Compared to the state CPC contract, the current maintenance contract saves the township \$74, annually.

Recommendation:

The high volume copier is 11 years old. When the township decides to replace the copier, it is recommended that the township consider State Contract T0206 - CPC.

The other copier was purchased in January, 1999, at a cost of \$2,995. The township pays approximately \$411 for an annual maintenance and service agreement. Had the township selected the State Contract T0206 – CPC, the township would have paid \$388 a year and would have saved the \$2,995 capital outlay.

Finally, the team found DPW employees using a computer with a scanner for photocopying purposes. The team found this to be an inefficient use of technology, as a computer scanner with printer costs approximately ten cents per page compared to a penny cost per page of photocopiers.

Recommendation:

Based on LGBR recommendations to relocate the DPW managers from the main municipal building to the DPW facility and the current inefficient photocopying process, it is recommended that the township purchase a low volume copier at a cost of approximately \$300. The township should evaluate utilization rates to determine if a CPC contract would be more appropriate.

One-time Value Added Expense: \$300

Cable Television

As specified in Ordinance No. 1183-94 or Chapter A315, the township granted a 15-year franchise agreement to a cable company to provide cable services for all residents in Hamilton Township. The agreement expires in 2009. As part of the agreement, the township receives 2% of gross revenues based on subscriptions, which were \$43,009 and \$36,279 for fiscal years 1998 and 1999, respectively.

In addition, the company provides free basic cable services to all libraries and school buildings in the township including Atlantic Community College, Oakcrest High School, Vocational/Technical High School and Atlantic County Special Services. The company also donates one broadcast channel for governmental and educational cablecasting and contributed an additional \$15,000 to fund equipment for the government channel.

Communications

The township currently uses a 16-year old phone system. On March 13, 2000, the municipality received notice that effective December 21, 2001, the manufacture will no longer provide maintenance or time and material support for the existing system. The township budgeted for a new phone system and had started evaluating different phone systems.

In 1999, the township contracted with a cellular phone company to provide phones to 34 employees. According to township records, there are eight cellular phones assigned to the administration and 26 phones in the police department. The township added an additional 12 phones in May, 2000. In 1999, cellular phone users accumulated 42,123 minutes of airtime at a total cost of \$12,284.

Cell phones represent an extravagant expense, given the township has a communication system for the police and public works departments. Issuing mobile or hand held communication devices, such as hand held walkie-talkies, will provide a lower one time cost alternative for the township, especially since the township has a communication system and tower available. As an alternative, the township might consider adopting a policy that allows for per call reimbursement for individuals using their own cellular phones.

Recommendation:

Cell phones represent an extravagant expense since the township already has a communication tower system for the police and public works department. It is, therefore, recommended that the township eliminate cellular phones for all township employees for a saving of \$12,284.

Cost Savings: \$12,284

According to 1999 phone records, the township employees made 88,491 and 28,738 phone calls for local and long distance, respectively. Long distance totaled \$10,257 while local totaled \$39,890. The team's review of phone bills was hampered by multiple billings from the local phone carrier and the use of multiple long distance carriers.

The township initially reported they contract with one long distance carrier with an annual usage charge of \$4,080 with what appears to be a per minute rate of .08. However, after reviewing the local and long distance bills, the team identified an additional six long distance carriers with rates ranging from .28 to \$2.40 on the local carrier's phone bill. In addition, employees utilized local and long distance directory assistance approximately 2,239 times at a cost of approximately \$1,000.

Recommendations:

The township should consider eliminating the use of directory assistance services since most phone numbers are listed in phone books or on the Internet. It is, therefore, recommended that the township eliminate use of directory assistance for annual savings of \$1,000.

Cost Savings: \$1,000

The township should also take advantage of competitive long distance rates, many of which offer long distance below the current carriers rate of \$.08. It is recommended that the township compare costs and consolidate long distance service for savings of \$1,000. In evaluating alternative phone companies, the township should also look to eliminate long distance monthly access charges for an additional \$4,000 in savings. The township should also contact the provider to arrange for consolidated billing.

Cost Savings: \$5,000

Technology Shared Services

The LGBR unit had the opportunity to review both the school and municipality and believes both would benefit by creating a shared department in which the school district takes the lead since schools are generally better equipped. Technology usage remains the same for the public and private sector. Variances occur regarding software applications for specialized functions like finance or student scheduling. However, there are areas where software applications are essentially the same, such as operating systems, fleet management, maintenance and grounds, word processing and spreadsheet usage, as well as, the hardware used in network construction.

Both the school and municipality would benefit by jointly funding one FTE. The individual should be assigned to the municipal building and be available to the school district eight hours a week. This would allow the two police officers to return to performing their assigned responsibilities. Furthermore, a shared department would allow both to benefit from increased purchasing power, Internet access, network administration and training.

A shared department would enable both government entities to save money through cooperative purchasing and shared personnel. In order to create the department, the school district will need to stabilize its funding and eliminate the micromanaging issues described in the school report. The municipality and school district should apply for financial assistance through the Department of Community Affairs' REDI and REAP program.

Recommendation:

The municipality and school district have an opportunity to merge their MIS initiatives. It is, therefore, recommended the municipality and school district create a shared department. Upon creation of a joint MIS department, the school district should be able to supply the township with network administration expertise. It is, therefore, recommended that upon the establishment of a shared MIS department, the township eliminate the computer consultant for savings of \$20,000.

Cost Savings: \$20,000

PUBLIC WORKS

The function of the department of public works (DPW) is to maintain the township's streets, public grounds and buildings. According to its mission statement, the department's task is to work cohesively with the township committee, administration, township departments and other

agencies to provide the most efficient and effective services possible for the residents of the township. Currently, the department is structured into four divisions; roads, buildings, recreation and grounds, and vehicle maintenance.

Public Works Facilities

The public works facility is located on Atlantic Avenue, approximately two miles from the town hall. The fenced complex consists of three permanent buildings and a fuel site. The large yard to the rear of the complex is unpaved. Approximately 95% of the open land at the rear of this site is within a wetland buffer zone that restricts additional building.

The yard is used to store a variety of equipment, white goods, construction paraphernalia, etc. In general, the yard is messy and cluttered with unnecessary items. From a safety standpoint, properly maintaining a yard can reduce preventable injury and avoid unnecessary worker compensation claims.

Recommendation:

It is recommended that the yard is cleared of all unnecessary items and maintained in an orderly manner.

Financial

In 1999, the DPW spent \$708,016 for salaries and benefits and \$312,630 in material costs. Approximately \$20,135 in overtime was expended for work performed on weekends at the township's beach. A breakdown of these costs, as reported by the director, is as follows:

	Labor Hours	Labor Cost *	Material Cost	Total
Building Maintenance	4,538	\$86,640	\$60,026	\$146,666
Grounds	1,410	\$27,819	\$30,013	\$57,832
Recreation	10,067	\$204,360	\$63,634	\$267,994
Roads	5,494	\$103,574	\$25,925	\$129,499
Sanitation	2,095	\$33,863	\$0	\$33,863
Vehicle Maintenance	3,075	\$57,317	\$133,032	\$190,349
Supervisors	3,631	\$76,264	\$0	\$76,264
Administration	1,944	\$54,790	\$0	\$54,790
Office Personnel	1,759	\$28,006	\$0	\$28,006
Total	34,013	\$672,633	\$312,630	\$985,263

*It should be noted that the labor costs reflect the labor hours posted and do not include benefits.

Staffing and Personnel

In 1999, the organization chart showed 24 employees: one director, one deputy director, one superintendent, one working supervisor, sixteen driver/laborer/operators, three vehicle mechanics and one clerk. The staffing roster lists ten employees assigned to roads maintenance, two to

buildings maintenance, two to recreation and three to vehicle repairs. The director indicated that staffing, within each division, would change depending on the season. Staffing levels, in general, have remained constant over the past several years.

For the year 2000, the director submitted a restructured organizational chart proposing the department of public works absorbing the environmental enforcement office. The team reviewed the proposal and agrees with the recommendation.

The team supports the director's proposal to incorporate the environmental enforcement office within the department of public works.

Currently, the director and clerk occupy office space in the municipal complex. All other DPW personnel are located in the public works facility on Atlantic Avenue. The team finds the fact that the director is housed at the municipal building, rather than the DPW complex, unusual. As the director, he is responsible for the daily operations of the department. Closely monitoring the daily functions is essential to an efficient operation. By providing direct supervision, the staff would benefit from his years of experience, as well as, develop a cohesive relationship with the men. Relocating the director to the complex would provide him with first hand knowledge of the day to day problems that occur. As a result, this would free up the deputy director to physically monitor staff in the field. The director could occupy the deputy's office. Currently, most DPW records are kept at the township hall. By moving the clerk, along with the records, to the DPW complex, management and staff would have access to historical data to assist in making decisions.

As a result of this relocation and the recommendation to absorb the environmental office, additional office space, approximately 350 square feet, would be required to house the clerk, environmental officer and file storage. In-house staff could construct an office of this size for approximately \$11,200.

Recommendation:

It is recommended that the township move the director, clerk and environmental office to the public works complex. Additional office space of approximately 350 square feet would be necessary. In-house staff could complete this work for approximately \$11,200.

One-time Value Added Expense: \$11,200

As indicated above, one employee has the title of superintendent and, in the past, was in charge of the roads department. In an effort to consolidate resources, the township merged two departments to create the department of public works under the current director. This took place approximately 10 years ago. According to the organizational chart, the superintendent supervises approximately 10 men assigned to the road division and is not required to perform physical labor. The township should consider downgrading this title to a working supervisor, while maintaining

current salary. He could then perform physical labor, thereby, providing a productivity enhancement of approximately \$47,460. As indicated previously, the deputy director could assume the direct supervision the superintendent currently provides.

Recommendation:

It is recommended that the township downgrade the superintendent title to a working supervisor.

Productivity Enhancement: \$47,460

Proposed Addition

A public works improvement project was proposed back in 1990 and would have added approximately 1,928 square feet to an existing garage. The existing garage appears to be a catchall building, doubling as an office, locker room, lunchroom and restroom. This new area would have housed additional office space, ready room, reception area, locker room, rest rooms and file/storage areas, thereby, providing the needed space for the director and clerk. It would also facilitate the removal of existing office space and, as a result, free up badly needed garage space.

A factor in the management of the public works is a product of the space they occupy. Providing the department with the necessary tools to manage effectively is essential to an effective, well run operation. In addition, providing a respectable work environment would also improve worker moral.

Recommendation:

It is recommended that the township give serious consideration to the proposed addition at the public works facility.

Sick Leave

During interviews with the director and deputy director, both indicated that sick leave abuse was a concern. A review of the 1999 attendance records shows that the public works employees use an average of 12.2 sick days per year, in contrast to the rest of the township, which averaged 7.5 sick days per year.

Excessive use of sick time will hamper the effectiveness of any operation. When this occurs, monitoring usage, along with the implementation of tighter controls, becomes necessary. The team recommends the township develop policies dealing with sick leave abuse and guidelines for counseling employees regarding sick leave. The township should consider, in cases of chronic abusers, i.e., any employee who has been absent for an aggregate of more than 15 days in a 12 month period, a requirement to provide medical documentation for each sick absence. The required documentation should include the following:

- physician's certificate that they were unable to work;
- description of the medical facts;
- duration of illness; and
- specified return to work date.

Recommendation:

The team recommends that the township develop policies dealing with sick leave abuse and guidelines for counseling employees regarding sick leave. If the public works sick time usage were lowered to be on a par with the rest of the township, a productivity enhancement of \$8,500 could be realized.

Productivity Enhancement: \$8,500

Snow Removal

During 1999, the township performed all snow removal operations with in-house staff. To perform this task, the township operates fourteen vehicles equipped with plows, of which nine carry sand spreaders. As indicated in the director's 1999 Yearly Activity Report, snow removal consumed 135 man-hours at a cost of \$2,168.

The team requested a copy of the township's snow plan and was provided with the Roads and Buildings Snow Removal Clearing Order. The order listed various roads and streets in each area of town and the type of vehicle assigned to the plowing function. The team has found that trying to clear a large township without a formal, clearly defined, plan could lead to inefficiency and confusion by the drivers.

Recommendation:

The township should develop a comprehensive Snow Removal Plan in writing, with maps that is clearly understandable by all drivers. The plan should contain the following elements, at a minimum:

- **Pieces of equipment to be outfitted.**
- **Timelines for activating snow removal plan: weather forecast, police reports, snow fall, etc.**
- **Divide the township into segments; have enlarged maps of each segment for the drivers assigned to that area.**
- **Prioritize which roads are to be done first.**
- **Have some sort of reporting from each driver to track which roads have been done and when.**
- **If police, fire or ambulance need assistance, what will be the response.**

Work Load Analysis

The department keeps daily work logs, which accounts for labor hours of each worker and the assigned work location. The information is very general and does not provide quantitative data to determine what work is actually being done. With the inadequate data recorded on the logs, it is impossible to analyze the cost effectiveness of the department.

As a management tool, a computerized work order system would provide pertinent information to document the actual cost for material and labor (including benefits and overhead) to perform both scheduled and emergency work. This would then provide a basis for cost comparisons of various in-house services performed to that of outside contractors. A properly managed system would link work orders to an inventory control/reorder process, affix material and manpower cost to individual work orders, set priorities, plan and schedule work, provide regular reports on resource allocation, and provide a management tool to support staffing needs, and resource allocation.

A review of the work logs for January, February and March of 1999 was performed. For the first three months of the year, 16 field workers were on the payroll for a total of 867 days and were present, at work, for 739.5 days. The logs showed 4,231 labor hours were recorded out of a possible 5,916 (739.5×8) leaving 1,685 hours unaccounted for. If this occurs each quarter, then approximately 6,740 labor hours would be unaccounted for during the year, which equates to 3.25 full-time employees. If only half of these hours were captured a productivity enhancement of \$50,800 could be achieved.

In addition to the recommended work order system, performance standards should be developed. A performance standard is the assigned time that a specific task should take. By assigning standards to the routine tasks, scheduling becomes more effective and worker productivity can be measured. Once the ability to track productivity is achieved, worker productivity can be maximized.

The team believes the township would benefit from the implementation of a PC-based, work order system and the implementation of performance standards.

Recommendations:

It is recommended the township purchase and utilize a computerized work order system to track costs and quantify work performed in all areas of public works.

One-time Value Added Expense: \$4,500

It is recommended the township develop performance standards to track productivity.

Performance Enhancement: \$50,000

BUILDINGS AND GROUNDS

The department of public works is also responsible for the utilities, repairs, renovation and maintenance of approximately 64,050 square feet of municipal buildings and 48.5 acres of grounds, parks and recreation space within the township. The historic American Legion Building is maintained by the township but leased to the Legion. (The PAL Building at 111 Cape May Avenue was vacated in 1999 and is still vacant. However, because costs were incurred during the 1999 year and, based upon later recommendations in this review, it is included in this analysis.)

Four public works staff are dedicated to buildings and grounds, two each for building maintenance and parks/recreation maintenance. The township utilizes contracted services for certain building and ground requirements including janitorial (Municipal Building, Senior's Building and the Public Works Complex Offices), HVAC maintenance (Municipal Building, Senior's Building and Mizpah Center) and lawn treatments (Municipal Building and Memorial Park). In addition, the township seeks quotes and/or bids for major improvements and repairs. The following matrix summarizes the township's buildings/complexes and the types of services provided to each during 1999:

Hamilton Township: Public Building Profile

Buildings	Square Feet	Use
Municipal Complex	30,000	Administrative/Courts/Police
Senior Services	2,450	Senior Citizen Programs
PublicWorks Complex	18,500	Administrative/Garage
PAL Building	1,000	Vacant
Mizpah Center	6,000	Community Programs/Day Care
American Legion Building	1,200	Leased Out
Underhill Park	3,300	Recreation
Soccer Complex	1,300	Recreation
Cove Beach	300	Recreation
TOTAL	64,050	

Building Maintenance

To evaluate the cost effectiveness of the services to these buildings, where applicable, the review team determined the "square foot cost" for building cleaning, maintenance and utilities for comparison to available benchmarks. Custodial costs were "prorated" on a square foot basis based on the total contract cost of \$30,000 per year to clean the Municipal Building, Senior's Building and Public Works Complex office areas. Maintenance cost is based upon the total position cost of the two assigned employees (\$65,178) and total material cost (\$60,026) as expended by the township, prorated against 64,050 square feet, which includes all facilities maintained as listed above. Utilities are based upon actual natural gas, electric, water and sewer costs as appropriate.

The following table summarizes these costs for those buildings that support township administrative and social service functions:

Hamilton Township: Square Foot Cost for Building Services

Building	Square Feet	Custodial	Maintenance	Utilities	Total
Municipal Building	30,000	\$0.86	\$2.43	\$4.78	\$8.07
Senior Services	2,450	\$0.86	\$2.39	\$2.87	\$6.12
Public Works Complex	18,500	\$0.86	\$1.95	\$1.00	\$3.81
PAL Building*	1,000	\$0.00	\$1.95	\$3.83	\$5.78
Mizpah Center*	6,000	\$0.00	\$1.99	\$1.48	\$3.47

*Cleaning provided by staff and/or volunteers.

Custodial Expenses

The township's cost of contracted services is within the benchmark for cleaning services (\$.75 - \$1.00 per square foot). The township is commended for cost effectively outsourcing this service, which the review team identifies as a best practice.

Maintenance Expenses

The range of the township's costs for total maintenance expenses (\$1.96 - \$2.43 per square foot) are significantly higher than available benchmarks for repairs/maintenance services in the region which range from \$.80 - \$1.25 per square foot based upon age and use of facilities.

The following table summarizes the maintenance expense categories by building:

Hamilton Township: 1999 Maintenance Cost per Square Foot by Building

Building	Salary	Material	Sub-Total	HVAC	Total
Municipal Complex	\$1.02	\$.94	\$1.96	\$.47	\$2.43
Senior Services	\$1.02	\$.94	\$1.96	\$.43	\$2.39
Public Works	\$1.02	\$.94	\$1.96	0	\$1.96
PAL Building	\$1.02	\$.94	\$1.96	0	\$1.96
Mizpah Center	\$1.02	\$.94	\$1.96	\$.04	\$2.00

As indicated earlier, the salary and material cost are pro-rated equally among the buildings (as well as other parks and recreation facilities) since the township does not maintain an effective work order system to link labor and material cost directly to individual work orders (**see Work Load Analysis**). Therefore, the total average building maintenance cost may not accurately reflect the distribution of resources. It is also possible that a portion of the costs attributed to "maintenance and repairs" is actually small construction and/or renovation projects. For this reason, the need to accurately capture expenses by function is once again demonstrated, and the township is strongly encouraged to implement a work order system and monitor the cost of building maintenance to keep cost within the benchmark. In the absence of data to support two maintenance positions, the review team would recommend the reduction of one FTE assigned to the maintenance operation at an average position value of \$31,467. This would reduce maintenance cost from a range of \$1.96 - \$2.43 per square foot to \$1.45 - \$1.92 per square foot, which is still above the benchmark and should be further evaluated after a work order system is in place and working.

Recommendation:

Reduce one facility maintenance position.

Cost Savings: \$31,467

The HVAC maintenance costs are directly allocated to individual buildings. During 1999, the township expended \$14,218 (\$.47 per square foot) for the Municipal Building, \$1,057 (\$.43 per square foot) for the Senior Services Building and \$211 (\$.04 per square foot) for the Mizpah Center. Typically, routine HVAC maintenance and repairs benchmark in the range of \$.10 - \$.15 per square foot. Hamilton's expenses are significantly higher than the benchmarks (especially in conjunction with energy costs at the Municipal and Senior's Buildings), and recommendations for savings are addressed in the utility expense portion of this review.

Utility Expenses (Buildings)

The detailed square foot cost for utilities by building are summarized in the following table:

Hamilton Township: 1999 Utility Cost per Square Foot by Building

Building	Natural Gas	Electricity	Sub-Total	Water & Sewer	Total
Municipal Complex	\$1.14	\$3.42	\$4.56	\$.22	\$4.78
Senior Services	\$.45	\$2.24	\$2.69	\$.19	\$2.87
Public Works	\$.32	\$.62	\$.94	\$.05	\$1.00
PAL Building	\$.00	\$3.36	\$3.36	\$.47	\$3.83
Mizpah Center	\$.00	\$1.48	\$1.48	\$.00	\$1.48

Regional benchmarks for utilities range from \$2.00 to \$2.25 per square foot for natural gas (heat) and electric. As indicated, the Municipal Complex, Senior Services significantly exceed that rate (the PAL Building will be addressed later as a separate issue). The annual expenditure (as reflected by the square foot cost above) for each is as follows:

Hamilton Township: 1999 Natural Gas and Electric Expenses

Building	Natural Gas	Electricity	Total	\$/S.F.
Municipal Complex	\$34,237	\$102,517	\$136,754	\$4.56
Senior Services	\$1,093	\$5,480	\$6,573	\$2.69

If the gas and electric costs for these two buildings were reduced to the upper end of the benchmark (\$2.25 per square foot), the township could realize annual savings of approximately \$70,000. Based upon inspections, interviews and a review of monthly utility bills, there are three potential areas identified for further study to realize these savings: system design, billing errors and energy upgrades. The township should engage the services of a qualified HVAC engineer to evaluate the design standards of the heating and cooling systems of the municipal complex and identify modifications to maximize efficiency. It was reported that often during winter months

both the electric cooling and natural gas heating systems are operating simultaneously (this was supported by the utility bills). It is estimated that an engineering evaluation of the existing system could be completed for \$5,000.

An efficiently operating system would also lower the HVAC maintenance contract costs by reducing the number of “emergency calls” in lieu of standard preventative maintenance. This should reduce the cost from the current \$.43 per square foot to \$.10- \$.15 per square foot for estimated annual savings of \$8,400 for the municipal complex.

The township has been installing energy efficient bulbs and ballasts on an as needed replacement basis. It is recommended that existing staff be utilized to accelerate this process.

Utility bills are currently processed through the finance office without a review of the monthly consumption or cost. It is paid as submitted. A detailed review of the bills indicated numerous months where “anomalies” occur, that is, where the bill is forty to sixty percent higher than the previous month or the same month from the previous year. These anomalies may be explainable, or they may be billing errors made by the utility.

The review team recommends that the township competitively seek a contract for utility rate and billing error review services. Qualified contractors will, on a shared savings basis, retroactively review utility bills and assist the municipality in obtaining refunds arising from discovered billing errors by the utility supplier. The contractor can then recommend changes to existing rate structures applied to identified facilities and will assist the municipality in negotiating the implementation of any changes to the rate structure with the utility supplier. The intent of such rate schedule changes is cost avoidance.

In the interim, the review team recommends the immediate initiation of internal control procedures, whereby monthly utility bills are captured on a spreadsheet and reviewed by the director of public works to identify (and investigate) possible errors prior to payment. This could also be done retroactively. Any savings (or adjustments) identified by the township prior to entering a shared savings contract would remain with the township.

Notwithstanding the various actions proposed herein to lower utility expenses, the township is currently participating in purchasing cooperatives for the procurement of both natural gas and electricity. The township is commended for these actions which the review team has identified as a best practice.

Recommendation:

It is recommended that the township evaluate the design criteria of HVAC system in the municipal complex to develop and initiate a corrective action plan; establish internal controls to monitor monthly utility bills; enter utility rate, billing and error review services contract; and continue to install energy efficient bulbs and ballasts. The \$5,000 value

added expense is the estimated cost to develop a corrective action plan. It does not include any estimate for the actual system(s) modifications that may have to be performed by a qualified HVAC contractor to realize these savings.

One-time Value Added Expense: \$5,000
Estimated Annual Cost Savings: \$78,400

Street Lighting

In addition to utility expenses for public buildings, the township budgeted \$140,000 in 1999 for street lighting (which includes traffic/crossing lights and lighting for outdoor recreation) and expended approximately \$122,000. During the 2000 budget year, the director of public works had solicited an inventory of streetlights from the utility. However, a program to compare what is being billed against what actually exists had not yet been developed and initiated. Typically, discrepancies found in internal reviews of street lighting bills include:

1. Lamps on billing list but not on pole.
2. Streetlight located on state or county road and not being billed to municipality.
3. Township being billed for lights that are not functioning or where poles have been removed.

Other initiatives for outdoor lighting include replacing incandescent traffic and crossing lights with LED bulbs and installing and/or repairing timers on the field lights at the outdoor recreation sites including the Soccer Complex, Underhill Park, hockey and tennis courts.

Recommendation:

Initiate a streetlight review to ensure accurate billing for streetlights from the utility. Replace incandescent bulbs with LED lamps on traffic and crossing lights. Install and/or repair timers on outdoor recreation lighting. It is estimated that these initiatives could save a *minimum* of 10% on the townships “outdoor” (street) lighting expenditures for 1999.

Cost Savings: \$12,200

As indicated above, the review team has recommended numerous energy management initiatives that could conservatively save the township \$100,000 in annual recurring expenditures. It has been the experience of the team, however, that such an undertaking will not be successful unless a single person is given the authority and mandate to initiate, control and monitor the entire process in a holistic manner. This involves not only the implementation of improvements but constant monitoring and adjustments to include public awareness and education. If the township does not feel that it has sufficient internal resources to manage such an initiative, it is recommended that a qualified contractor be engaged through a competitive process, either on a shared savings arrangement or a fee basis.

Grounds Maintenance

The grounds maintenance operation employs a supervisor and two full-time staff (FTE) with a total position cost of \$98,688 (average position value of \$32,896), with material and contract costs of \$93,647 (\$30,013 for grounds, \$63,634 for recreation) for 1999. The supervisor also

operates the township's sign making equipment. The staff is dedicated to the maintenance and care of the township's public grounds (13.5 acres), sports fields (25 acres), parks and playgrounds (10 acres), *excluding* the mowing of fields.

As reported by the director of public works, the three full-time staff equivalents (FTE) are equally divided among sports field preparation sports field maintenance and park/playground maintenance (one FTE each).

In many communities it is common for volunteers, under the supervision and scheduling of the various leagues (i.e., Little League, Babe Ruth League etc.), to handle the preparation of sports fields (striping/lining, infield dragging etc.). It is recommended that the township pursue this alternative rather than provide a full-time person to perform this function.

In addition, the township should contract out for fertilization and seeding services for its sports fields and parks, at an estimated cost of \$10,000 per year. This contract cost would be offset by savings in the procurement of fertilizer and seed, estimated at \$5000 per year. The township currently has a contract for the municipal complex and Memorial Park. With these two initiatives, the township could reduce one FTE through attrition at an average position value of \$32,896.

Recommendation:

Assign sports field preparation to the various leagues who utilize the fields. Establish a competitive contract for sports field and park seeding and fertilization. Reduce one FTE from the grounds maintenance operation.

Cost Savings: \$32,896
Additional Annual Cost: \$5,000

PAL Building

As indicated earlier, the PAL Building has been vacant since 1999. During 1999, the township expended \$3,800 in utility expenses. The building is a residential structure that is not well suited to public access or programs, and is in need of repair. Given the location of the building within the historic district and commercial center of town, the review team is recommending that the building be sold at public auction. The building was appraised in 1999 at \$133,000 for insurance purposes. For the purpose of estimating savings the review team is establishing a conservative value of \$100,000. (This estimate of "potential" one time revenue for the township should in no way be construed as a professional appraisal or estimate for the purposes of sale).

Recommendation:

Sell the PAL Building at public auction.

One-time Revenue Enhancement: \$100,000
Estimated Annual Savings: \$3,800

Municipal Complex

The municipal complex houses the township's police and administrative functions. The space appears adequate to meet program needs and was properly utilized. In the administrative wing, the space design utilized an open office concept on the exterior, off of a common circulation corridor, with private (hard wall) offices and conference spaces on the interior.

In the exterior office area, six-foot "de-mountable" partitions are used to separate functional areas and provide some "private" workspace. This works well, with two exceptions. The chief financial officer's office and mayor's office/meeting space should be provided with floor to ceiling partitions to provide the necessary confidentiality to help insure the integrity of these respective functions. Approximately 60 lineal feet of existing six-foot de-mountable partitions would have to be removed (moved into storage for possible future use) and replaced with floor to ceiling partitions.

Recommendation:

Provide floor to ceiling partitions for the office of the chief financial officer and mayor's office/meeting space.

VEHICLE MAINTENANCE

General

Fleet maintenance plays a vital role in enabling municipal governments to achieve their missions. All major operational departments rely on vehicles and other powered equipment to operate effectively. The township's inventory of police vehicles, and public works vehicles/equipment represents a major capital investment on the part of the township. In light of these considerations, it is imperative that the township operates an efficient maintenance program.

Some recommendations contained in this section require purchases of equipment. These value-added costs will produce long term savings through greater productivity. Implementation of these recommendations will also result in longer service life of the township's vehicle fleet and long term savings in acquisition costs. Greater availability of vehicles and equipment reduces the need for a large reserve inventory of vehicles to replace inoperative frontline vehicles.

Data to analyze the cost effectiveness of the township's vehicle maintenance operation, such as cost and labor hours expended, was not available. Sometimes, the collection of detailed data is unpopular, for fear that it will lead to privatization. On the contrary, if an operation is cost effective, the collection of data can confirm the unit's efficiency, as well as form a basis for required equipment and staff.

Policies and Procedures

The mission of any fleet maintenance operation should be to provide effective and efficient vehicle service that meets the needs of its users. The township does not have a policy and procedure manual, a mission statement, or services guide specific to vehicle maintenance. The

lack of written policies and procedures creates opportunities for inconsistent and inefficient work, inhibits performance evaluations, and the development of training programs. The lack of standard operations procedures is particularly important in a setting in which strict working controls are critical to maintain an older fleet with limited resources.

Recommendation:

It is recommended that the township issue a vehicle maintenance and service guide for all township employees. In addition, the township should establish a mission statement and standard operating procedures relating directly to the specific operations of the vehicle maintenance staff.

Staffing/Workload

The vehicle maintenance division consists of three full-time mechanics that work 40-hour weeks, from 7:30 a.m. – 3:30 p.m., Monday through Friday, for a total salary and benefit cost of \$86,037. In addition, \$3,051 in overtime was paid in calendar year 1999. The mechanics report to the assistant director of public works in the organizational structure. This division is responsible for the maintenance and repair of the township's vehicles. Based on the data provided, the township owns and maintains approximately 100 vehicles and 53 pieces of equipment. In addition, the township recently agreed to provide maintenance to the ten ambulances operated by the rescue squads. According to the director, township mechanics perform 75% of the township's vehicle/equipment repairs with the remaining 25% performed by private vendors.

Vehicle equivalents (VE) is the method used to determine the staffing level needed to maintain a vehicle fleet. It was developed by the US Air Force and is recognized by various fleet maintenance-consulting firms as one of the best guidelines for analyzing staffing levels. This method determines the average number of hours of maintenance and repairs a vehicle requires and converts those hours into vehicle equivalents. For example, a standard passenger vehicle requires approximately 17.5 hours of work per year. In contrast, a trash compactor truck may require 136 hours per year, which would be eight times the work of a passenger vehicle or an equivalent of eight VE. The VE ratio is determined by dividing the required hours to maintain a vehicle fleet by the number of annual available mechanic hours. A full-time mechanic has approximately 1,750 hours available annually. This is calculated by deducting the average number of paid leave hours from a standard 2,080-hour year. The available hours are divided by the maintenance requirements for one passenger vehicle to determine the VE ratio. The industry standard is a ratio of approximately 100 VE per mechanic for an efficient maintenance operation.

The team determined that the township has a total of 281.1 VE's, or a yearly requirement of 4,919.3 maintenance hours. Based on these numbers, staffing requirements should be 2.8 full-time employees. This does not take into account the 25% of vehicle maintenance work being performed by private vendors, but that is partially offset by the addition of ten ambulances to the division's workload. The township does not have the expertise on staff to handle the 25% of work that is privatized, and our recommendations are based on the assumption that the 75%/25% split will continue. The team makes recommendations regarding improving performance

standards and mechanic productivity further in this section. Once monitoring is improved and productivity can be measured, the team believes this could result in staff reduction by one mechanic.

Recommendation:

It is recommended when the fleet management software becomes operational, the city eliminate one mechanic position.

Cost Savings: \$25,498

The team conducted a labor rate analysis using the limited data available from the township. Based on the costs provided by the township, a labor rate for the garage was calculated to be approximately \$20 per hour. This was derived by dividing the available direct costs by the mechanics total available hours. The \$20 rate is based on a best case scenario, assuming that each mechanic could account for all his available hours (5,979) on repair orders. If the labor rate was calculated on the number of hours reported in the 1999 total year activity report (3,075), the labor rate would rise to approximately \$39 per hour. During 1999, approximately 2,904 man-hours were unaccounted for, according to township records.

It is critical that the township monitor costs and productivity to insure that the burdened labor rate does not exceed the rate charged by the private sector. If the township were to maximize productivity to meet industry standards, there would be a productivity enhancement of approximately \$40,046.

Productivity Enhancement: \$40,046

Performance Standards/Productivity

The township does not use performance standards and benchmarks to monitor mechanic productivity. Without the benefit of performance standards or benchmarks, management cannot be assured that each mechanic is working to his fullest potential. Salaries are the single most expensive item in a maintenance operation, thus the key to efficiency is maximizing productivity. In order for an operation to be efficient, at least 90% of a mechanic's available hours should be recorded as direct or billable hours on repair orders.

To assist the township in tracking productivity, we suggest the utilization of a computerized fleet management program. This would provide the township with a host of features that include:

- fleet inventory;
- work orders and work pending records;
- complete maintenance and repair history;
- preventative maintenance and inspection scheduling;
- preventative maintenance checklists and compliance;
- repair parts management;
- labor/mechanic productivity;
- tire and component costing;

- fuel, oil and fluid history and consumption;
- work in progress; and
- warranty repairs.

The program's ability to track labor hours will allow management to gather data on the performance of each employee, and assist management in determining if each mechanic is meeting performance standards. A fleet management system can also provide critical data for a variety of other areas in the operation. Any system purchased by the township should be compatible with the county's automated fuel system. The software program should cost approximately \$7,500, and the computer should cost approximately \$2,500.

Recommendations:

It is recommended management establish performance standards for the vehicle maintenance operation.

It is also recommended the township purchase and utilize a fleet management program that is compatible with the county's automated fuel system.

One-time Value Added Expense: \$10,000
(Acquisition of computer and computer software)

Preventative Maintenance

According to the public works director, the township has a preventative maintenance program, but it is not written, nor are there methods in place to track the effectiveness of the program. There is no consistent follow-up with staff to ensure the vehicles are checked at the appointed guidelines. This means that vehicles could go several months beyond the date required for routine inspection and replacement of vehicle parts and fluids. A good preventative maintenance program enables minor problems to be found and repaired before they result in service disruptions and costly repairs. It not only increases the life of the vehicles, but also availability, which reduces the number of vehicles required in a fleet. This equates to lower acquisition and maintenance costs.

The core of any good preventative maintenance program is the collection of accurate mileage. The easiest and most accurate way to collect mileage is at the fuel pumps. The county installed automated fuel system can provide the township with mileage data it needs to maintain a preventative maintenance program in conjunction with the recommended fleet management program.

In addition, the township does not have a system for reporting vehicle usage. This system would provide information on who is using each vehicle, purpose for the trip, location of vehicle and the beginning and ending mileage for each trip. The data could be used to determine if vehicle/equipment inventory levels are adequate, or if a vehicle is appropriately utilized.

Recommendations:

It is recommended the township develop a written preventative maintenance program with specific mileage guidelines for each class of vehicle/equipment it operates.

It is also recommended the township establish a system for reporting vehicle usage.

Parts and Material Purchasing

During 1999, the township made use of state contracts when purchasing parts and material, except for oil, antifreeze and transmission fluid. The savings the township could realize by using state contracts for those purchases were approximately \$1,204 during 1999.

Recommendation:

It is recommended that the township use state contracts for the purchase of oil, antifreeze and transmission fluid.

Cost Savings: \$1,204

Shared Service

Approximately three years ago, the township updated its fuel site to bring it in compliance with federal underground storage tank requirements for leak detection and corrosion protection. Approximately two years ago, the county and township signed an agreement for joint use of this fuel site. As part of the agreement, the county installed and maintains an automated fuel dispensing system at the fuel facility. The county orders and pays for all fuel dropped at the site and bills back any fuel dispensed to township vehicles. The agreement affords the county access to fuel in remote areas while providing the township with an automated system to monitor fuel usage.

The township is commended for its participation in this shared service.

GARBAGE DISTRICT

The township established a solid waste management district for the purpose of dedicating expenses and revenues for the collection and disposal of all solid waste, garbage and refuse throughout the entire township. This district is known as the garbage collection district for the Township of Hamilton with the governing body responsible for its management. The district was originally created by ordinance in 1979 (764-79) and revised in 1994 (1168-94) and 1999 (1331-99). The township provides an annual budget with sufficient funds for the collection and disposal of all solid waste generated within the township and assesses the property owners a sufficient amount to pay for this collection and disposal. The cost of providing these services within the district is levied and collected in the same manner and time as other township taxes, based upon an annual budget adopted by the governing body. Key factors in determining the costs for solid waste collection and disposal include the large area the township covers, about

115 square miles, the 524 miles of roads encompassing the township and the number of households to be serviced, 6,543. Listed below are the amounts raised by district from 1997 through the current year.

	1997	1998	1999	2000
Budget	\$1,179,500	\$1,138,00	\$1,173,800	\$1,202,400
Expended	\$1,177,606	\$1,088,928	\$1,152,940	\$0
Reserved	\$1,894	\$49,072	\$20,860	\$0

The township, through the district, provides weekly curbside municipal household waste collection, biweekly recycling pick-up, weekly vegetative waste service and monthly white goods pick-up. Municipal waste collection is provided through a sealed bid and the other services through an interlocal service agreement with the Atlantic County Utilities Authority. Each service component will be reviewed later in this report.

In 1992, the township established an environmental enforcement officer (EEO). The general purpose of this position and office is to coordinate the recycling and clean communities programs, code enforcement as it relates to solid waste issues (illegal dumping, storage, junkyards, etc.), planning review of waste collection methods and trash enclosures for developers and solid waste contract administration. While these responsibilities normally are assigned as public works functions, the activities are completed as an independent office. A review of tasks completed by this individual indicated that statistics on the solid waste operations are compiled, but no one is assigned the responsibility to manage the operations. This individual did not review invoices, vouchers or tare sheets to verify accuracy of monthly billing, tonnage of waste collected or delivery of service provided. There was minimal interaction with the finance office in regard to actual contract administration. Additionally, this office receives citizen's complaints concerning collection and other solid waste issues. Beyond working to rectify each dilemma, there is no tracking system in place to determine the number and/or type of problems that exist. Without specific and accurate documentation, it is extremely difficult to monitor and evaluate the solid waste collection system. Further, this office has no apparent input into the decision-making or budget process of the garbage district.

Recommendations:

In the environmental enforcement officer (EEO) and office, the township has a valuable component to effectively monitor and administer the garbage collection district. The team recommends the EEO operation be realigned and relocated to the public works department. Virtually all of the EEO's responsibilities are public works issues and should be coordinated from that department to avoid a possible duplication of effort.

Under the direction of the public works manager, the EEO should be the administrator of the solid waste activities for the township. These responsibilities should include monitoring all solid waste activities for contract compliance, providing accurate and timely reports concerning volumes of tonnage, service delivery and quality of vendor performance, logging of citizens complaints, reviewing all invoices and vouchers for payment and provide

recommendations for service changes or continuity. Ongoing documentation should be provided to the public works director, CFO, township administrator and the elected public officials for their review. The restructuring of the EEO function will provide the township with a well-documented, closely monitored solid waste collection system.

The Atlantic County Utilities Authority (ACUA) has been the implementing agency for the Atlantic County Solid Waste Management Plan. Since 1990, the authority has been operating a waste disposal system for municipal household waste, recycling materials and vegetative waste. The ACUA issued bonds in excess of \$85 million to finance this project. The source of payment of this debt was to be the tipping fees from the disposal of waste generated in Atlantic County. Tipping fees for most local governments escalated until 1997, until the Atlantic Coast decision, which found that New Jersey's flow control laws could violate the interstate commerce clause. A review of the tipping fee schedule, per ton charge, for the ACUA facility is as follows:

	1996	1997	1998	1999	2000
Municipal Solid Waste	\$121.83	\$120.65	\$52.50	\$47.50	\$47.50
Bulky/Industrial Waste	\$98.25	\$96.94	\$52.50	\$47.50	\$47.50
Construction/Demolition	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00
Vegetative Waste	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00

The township generated approximately 6,057 tons of municipal solid waste in 1995, which is the year used for historical tonnage.

The chart below summarizes the costs of managing all waste flow activity in the township from 1997 to 1999. While the tip fee expense has been reduced, other factors such as the frequency of vegetative waste collection and the collection of white goods have permitted the overall costs to remain stable.

	1997	1998	1999
Collection Costs	\$340,639	\$525,254	\$622,808
Tipping Fees	\$767,251	\$438,317	\$319,094
Debt Service User Fee	\$0	\$165,000	\$188,500
Total Solid Waste Costs	\$1,107,890	\$1,128,571	\$1,130,500

Recycling

The ACUA provides recycling services to all township residences on a bi-weekly basis. Recycled goods are collected on Wednesdays. Typical items recycled include paper products, telephone books, paperback books and catalogs, corrugated cardboard, glass bottles, aluminum, steel, aerosol cans, paint cans, plastics and household batteries. The ACUA provided this service to the township and all municipalities in the county, on a regional basis, until March 1, 1998, as the collection and processing of the materials was built into the solid waste tipping fees under waste flow control. However, as a result of the deregulation of solid waste, the ACUA advised all municipalities that it would no longer provide this service. Effective March 1, 1998, the township negotiated an interlocal service agreement with the ACUA for the collection of

recycled goods. The initial contract for collection was \$17,820.83 per month, with no charge for the disposal or processing of the materials. The current agreement, for the year 2000, is \$18,540.58 per month.

The environmental enforcement officer is responsible for the recycling operation and administering this agreement. It is the function of this office to educate the residents concerning the recycling program, receive citizen's complaints and to monitor the participation and collection process. A review of the volume of materials recycled indicates a reduction in participation. Additionally, the team was advised that numerous complaints were received regarding goods not being picked up. However, the team could not specifically review this concern as there was no complaint log or documentation available to substantiate this issue. A summary of recycling tonnage and collection costs from 1997 through 2000 is listed below:

	1997	1998	1999	2000
Tonnage	3,157	3,392	3,185	-0-
Collection Costs	-0-	\$178,208 (10 months)	\$217,272	\$218,000
Cost per Ton	-0-	\$63.05	\$68.22	-0-
Cost per Household	-0-	\$32.68	\$33.21	-0-

Recycling Drop-off Center

The township provides a recycling drop-off center located in the yard of the public works department at 5500 Atlantic Avenue in Mays Landing. The center is open to all township residents and is available Monday through Friday from 7:30 a.m. until 3:00 p.m. Contractors and businesses are not permitted to use this facility; however, no one monitors its use. The items accepted at the center include: car batteries, used motor oil, tires (limit of four per household per month) and the same recyclable products that are accepted at the curbside. The recyclables are transported by the ACUA to their facility weekly, in the township owned container. This service is part of the interlocal service agreement. The disposal of batteries, tires and used motor oil is accomplished through other vendors and is coordinated by the public works department. The team attempted to determine the number of residences that used the facility, the types of goods dropped off at the site and amount of recyclables disposed of; however, there were no records maintained by the township concerning this operation. Additionally, no one supervises the facilities activities. Further, the team was advised that there are no written policies or regulations concerning the drop-off center operations.

Recommendations:

A review of the collection operations and costs indicate the township is receiving a comparable service at a comparable cost to other communities in the western section of the county. The per ton cost of the recycling collection service of \$68.22 is similar to other neighboring townships. The fact that the ACUA does not charge a disposal fee for the recycled goods is an added incentive to continue the interlocal service agreement.

Regarding the service performed by the ACUA, the team recommends the township monitor the efficiencies of the collection operation and log and document citizen's

complaints. The team suggests a monthly performance report be generated to assist the township in evaluating the service. This report can also be used to monitor the participation of the residents in the recycling program to determine if additional publicity and/or education is needed. While no specific cost savings is realized, a more efficiently operated program will lead to greater participation from the citizens. Greater participation means more goods recycled and less materials landfilled, thus a potential saving of tipping fees.

The team recommends that the township continue to operate the drop-off center. However, rules and regulations concerning the operation must be adopted. Specifically, who is eligible to use the facility, days the center is open, hours of operation and types of material accepted should all be included in the regulations. Additionally, individuals using the facility should register with the public works department and the materials should be inspected prior to entering the facility to insure compliance. Once the regulations are established, the EEO office should conduct a campaign to educate the public as to the availability of the facility. A further recommendation for the use of this facility will be discussed in the “white goods” section of the report.

Vegetative Waste

Vegetative waste includes leaves (bagged and loose), grass clippings, Christmas trees, limbs, shrubs and other biodegradable objects. The township provides for the curbside collection and disposal of these items through an interlocal service agreement with the ACUA. The agreement provides for *weekly* yard waste collection in designated areas of the township and monthly service in areas located west of Mays Landing. Residents may place debris at the curbside on any given week and the ACUA will collect it. During January, Christmas trees are collected. While this service should take about two weeks, this collection operation lasted until the first week of February. This may be convenient for the homeowner, but is not cost efficient. A review of the volume of waste collected on a monthly basis indicates that weekly service during several months of the year may not be warranted. Specifically, 26.44 tons of vegetative waste was collected in February of 1999 at a cost of over \$4800 or more than \$181.54 a ton.

In addition to the collection charge, the township is charged \$25 a ton to dispose the waste in the ACUA compost facility. A review of the costs associated with this service is outlined below.

	1997	1998	1999	2000
Tonnage	674	750	786	-0-
Tipping Fees	\$16,589	\$18,758	\$19,649	-0-
Collection Costs	\$52,800	\$48,200	\$80,150	\$83,832
Total Expense	\$69,389	\$66,958	\$99,799	-0-
Cost per Ton	\$102.95	\$89.28	\$126.97	-0-
Cost per Household	\$10.61	\$10.23	\$15.25	-0-

The township public works department also provides curbside leaf collection service to residents. This service is provided twice a year, in the spring, in April - May, and the fall, in October – November - December. During this time, two work crews of three to four employees provide

this service. Information provided by the public works manager indicated that 1,455 tons of leaves were picked up in 1999 at a *cost of \$33,863 or \$23.27 a ton as compared to \$102 a ton by the ACUA*. The leaves are picked up by two leaf vacs and disposed of on a local farmer's property at no charge to the township. *The savings in tipping fees were approximately \$36,375*. Additionally, a review of the garbage district budgets indicated that in 1997, \$40,000 and in 1998, \$25,000 were budgeted for leaf collection salaries and wages. These allocations were used to reimburse the public works expense of leaf collection. The 1999 and 2000 district budgets did not include this reimbursement.

Recommendations:

The team recommends the interlocal service agreement with the ACUA for vegetative waste collection be terminated and that the public works department provide the services. The township should not provide weekly collection service but should devise a schedule to collect the debris as the season's demand. The collection of Christmas trees should occur in mid-January, brush and grass clippings are usually a spring and summer season function and specific times limitations need to be established for this pick-up service. Leaf collection is presently being provided by the department in the spring and fall. This service should continue but, with a specific schedule outlining proposed collection dates for the various sections of the township. The resident's need to be educated as to what they can expect in regards to what they can put out and when they can put it out. Further, once this schedule for vegetative service is determined, the department has to adhere to the schedule.

The review of the department of public works personnel, job tasks and functions indicates that, with improved scheduling and supervision, existing employees can perform these services. The department presently dedicates two work crews of three to four employees each to collect leaves in the spring and fall. With the additional responsibilities of the collection of Christmas trees, brush and grass clippings, the team recommends a two-person crew be designated to perform these functions. In addition, this same crew could be assigned the task of operating the chipper at various times of the year to handle the brush. Essentially, dedicate two employees to manage the vegetative waste programs, less the bulk leaf collection. Further, these same two employees are available for other public works functions, such as the collection of white goods, as needed.

In addition to the workforce and scheduling issues, the need for a disposal facility and equipment are important. The township presently has an arrangement with a local farmer for the disposal of leaves. This is beneficial to the township in that there is no disposal cost (\$25 a ton). However, it is recommended that an agreement stipulating the terms and conditions of the township disposing of leaves on this property be established. Also included should be any limitations concerning the volume of material and its content. In addition to this property, the team recommends that a compost facility be developed, on existing township owned land, for the brush, grasses clippings and, as necessary, leaves. The initial operation should be for township use only, which will enable the department to store the collected materials until they can be chipped and composted. The chipped brush

can be used as a mulching material for the parks and other public property. Future consideration could be given to expanding the compost facility to permitting residents to drop off materials and, also, to pick up materials.

The department presently has the equipment and machinery to provide these services. However, an additional leaf vac should be purchased to provide the department with back-up equipment, in the event it is needed. The cost of this equipment is approximately \$25,000. To initially operate the compost facility a front-end loader is sufficient to perform the task, but future operations may require additional equipment.

The costs of the vegetative waste collection operation in 1999 was \$99,799 and is projected to be over \$100,000 in 2000. By providing these services in-house, with existing employees and eliminating the disposal costs of \$25 a ton, the township would realize the cost savings of the entire operation. However, the team also recommends the purchase a new leaf vac machine at a cost of \$25,000. The actual saving is projected to be \$75,000.

Cost Savings: \$75,000

White Goods and Metals

The township provides curbside collection of white goods in designated areas of the township the first recycling day (Wednesday) of each month. Areas west of Mays Landing receive service on call-in basis. White goods and metals are defined as refrigerators, freezers, washers/dryers, stoves, hot water heaters and other household appliances. Also included is cast iron, aluminum siding, metal piping and other scrap metal. This service was bid as part of the municipal waste contract through 1999, at an annual cost of \$40,350. A review of the records from 1997 through 1999 indicated a very low volume of material collected. Additionally, no one was assigned the task of reviewing or monitoring this program. This was an extremely inefficient operation.

The township separated this service from the municipal waste contract in 2000, and negotiated an interlocal service agreement with the ACUA for white goods collection. This agreement provides the township with a \$15,350 savings in collection costs and provides no disposal fee. Through April, 30.13 tons of material has been collected. This increase in volume can probably be attributed to improved record keeping. However, during a review of the documents for the current year, it was revealed that the township was being charged \$47.50 a ton tipping fee for these goods. The team reviewed this with township and was advised that a credit for the charges was issued to the township by the ACUA. A summary of activity associated with the white goods collection is as follows:

	1997	1998	1999	2000
Tonnage	22	26	?	-0-
Tipping Fees	N/A	N/A	N/A	-0-
Collection costs	\$40,350	\$40,350	\$40,350	\$25,000
Cost per Ton	\$1,834	\$1,552	?	-0-

Recommendations:

It is recommended that the township terminate the present procedure of collecting white goods and that the public works department provides this service. The team recommends the township provide a reservation pick-up service. Rather than have vehicles riding the township looking for items to pick up, residents should be instructed to call the public works department to request collection of their specific goods. At the time of the call, the resident will be informed of the day the pick up will occur. This call for service will enable the department to coordinate and schedule pick-ups in an efficient manner. It is recommended that the two employees assigned to the vegetative waste function perform this task. Additionally, it is recommended that the drop-off center be made available for residents to bring their goods, if they so desire. The cost savings to the township will be the elimination of paying for the collection of white goods.

Cost Savings: \$25,000

Municipal Solid Waste

A private contractor, through a sealed bid, provides curbside collection of municipal household solid waste. Weekly service is provided for the residence. The township is divided into five zones with the condominiums receiving collection on Monday and the balance of the residence receiving collection on Tuesday through Friday. Additionally, collection service is provided to six township parks and to 11 township sponsored buildings. The bid specifications for solid waste collection services are well written and contain a clause for liquidated damages in the event of poor performance by the contractor. The costs associated with municipal waste collection are listed below:

	1997	1998	1999	2000
Tonnage	6,178	6,202	6,304	-0-
Tipping Fees	\$750,662	\$419,559	\$299,445	-0-
Collection Costs	\$247,489	\$258,496	\$285,036	\$243,900
Total Expense	\$998,151	\$678,055	\$584,481	-0-
Cost per Ton	\$161.57	\$109.33	\$92.72	-0-
Cost per Household	\$151.02	\$103.63	\$89.33	-0-

Collection Costs Only				
Cost per Ton	\$40.06	\$41.68	\$45.22	-0-
Cost per Household	\$37.83	\$39.51	\$43.56	-0-

Recommendations:

The township should be commended for its decision to solicit sealed bids for municipal solid waste collection. The collection cost per ton over the course of the recent contract was within the benchmark of other area communities. The 2000 contract, which will result in additional savings, is a direct benefit of the well-written comprehensive bid specification. The cost per ton should continue to decrease with the new contract. With this well written contract, the team recommends the township, through the EEO, carefully monitor the tare

sheets, invoices and vouchers for contract compliance and that citizens complaints be logged and documented in the event that the liquidated damages clause needs to be enacted. Through this procedure the EEO should be involved in all actions, including signing off on invoices and vouchers, concerning this contract.

Interlocal Service Agreements

The township presently has interlocal service agreements for three programs with the ACUA, recycling, white goods and vegetative waste. While the initial agreements for service detailed specific costs for specific functions, subsequent renewals, addendums and riders make it difficult to determine monthly charges and is problematic to monitor. The agreements have effective dates that differ from the CPI increase dates. The agreement documents have a termination clause but lacks a performance standard or liquidated damages clause to ensure that the township receives quality service.

Recommendations:

The team recommends that the township and the ACUA negotiate annual agreements for each service provided. The township administrator and the public works department designee should perform the task of negotiating for services with the ACUA. These agreements should be calendar year documents beginning January 1st and terminating December 31st. Specific charges for each agreement should be outlined along with the specific services to be performed. The documents and reports needed to properly manage and monitor the administration of the agreements (summary of days of service, monthly tonnage, etc.) should be requested as part of the agreement. The team recommends the governing body adopt a resolution for each service agreement formalizing the delivery of service. A clearly defined agreement will enable the township to monitor both the qualities of service being performed and the costs associated with the service.

HOUSING

Following discussions with many of the elected officials and department heads, it became apparent that housing and housing maintenance were important issues in Hamilton Township. Hamilton Township had not adopted the BOCA Maintenance Code or the BOCA Existing Structures Code. As a result of the lack of action by the township over these specific areas, rental units were never inspected for any code violations or housing upgrade requirements. The township did have a smoke alarm detector ordinance that did require inspections at times of ownership change, and/or lease change. Therefore, there was inspection of some rental units during the year. Additionally, fees charged for permits and non-life hazard inspections should have raised approximately \$10,777 for operations in this program. The township inspected approximately 860 new registrations for fees of \$20 and \$60, for an additional \$18,540 or a total of \$29,317 in revenues from smoke detector inspections. Additional funds collected by the State of New Jersey amounted to \$31,302 for multiple dwelling inspections. The township also has in place a mercantile licensing ordinance that requires new businesses to register with the township. The ordinance did not have an inspection requirement.

As discussed in the construction code office section, the township employed two smoke detector inspectors part-time at a cost of approximately \$25,558. Operating expenses for the same period of time were approximately \$3,423. Based on \$30,600 raised through inspections, the fire inspection program was covering expenses.

Hamilton has established some code ordinances affecting litter, trash, noise, vehicle, and other types of nuisance ordinances. However, these codes are not part of the Department of Community Affairs structure code. Most of these codes are enforced by the environmental officer or the police department.

LGBR visited many areas of Hamilton Township and discovered some of the areas that concerned the township officials. Although not all of these areas were rental properties, a substantial portion of the properties exhibited rental characteristics such as parking lots and rental administrative type offices. The older community of Mays Landing also had some multi-family units that were not identified but projected basic improvement needs. These types of observation led the team to question the reluctance of the township to establish a rental registration and housing inspection ordinance.

Discussions with various individuals in the township led LGBR to the following conclusions regarding the adoption of rental/housing registration ordinance:

- Landlords were reluctant to make improvements if the property was rented without question.
- Some owners were not in a financial position to make improvements.
- Grant money available to make repairs was not evident or well publicized.
- Realtors were reluctant to advocate improvements if owners might object.
- Long-term appraisal values were not well discussed to illustrate the long-term benefits to improving rental units.
- Corporate owners were generally fearful of such a tenant-based ordinance fearing increased costs.

The team determined that such a rental/housing registration program could greatly enhance appearance, insure safety, offer an avenue for constructive redevelopment, and increase value in the long run. Illegal apartment conversion could be addressed and UCC codes maintained after housing maintenance issues have been addressed. It should be mentioned that owner occupied homes in general states of disrepair throughout the community are not addressed internally in this type of a program. Outside repairs discovered during routine inspections could be addressed, but issues pertaining to one's personal living area are outside of the boundary of this type of an ordinance.

In the past year, 190 businesses were registered. The rental registration ordinance still can incorporate the inspection phase of this program while retaining the mercantile licensing fee if the ordinance is well defined. The ordinance would be designed to bring an inspector to the property for the proposed fee on an annual basis, or at the time a new resident takes over a lease, or the property changes hands. 1990 census data indicates there were 1,645 rental units 10 years ago. Current factors affecting rental units places this number in question. Master plan figure

alone project as many as 4,000 new living units in the next five years while recent building has created both apartments, condominiums, and new single family homes. There are approximately 50% more units now than there were in 1990, amounting to approximately 2,400 rental units in Hamilton Township plus many new businesses.

Various communities throughout New Jersey have already adopted a registration/inspection ordinance with fees from \$25 to \$100. Such an ordinance would require an inspection at a fee of approximately \$50, with the potential to raise approximately \$120,000 while improving property values and ensuring safety. At the present time, the State of New Jersey does all life hazard fire protection inspections in the township with the exception of smoke detectors. The township employs two part-time smoke detector inspectors, for a salary expense of \$25,558 according to payroll records for 1999. These two inspectors are responsible for inspections of 270 registered life hazard locations in the township annually and 400 non-life hazard locations with the potential to inspect 7,000 to 8,000 smoke alarms annually. The two inspectors are supervised by the fire official (construction officer). LGBR suggests that the two inspectors currently assigned part-time to smoke detection could be made full-time adding one FTE at a cost of \$22,880 plus \$7,296 in benefits, or \$14,592 in benefits if both individual agreed to go full-time. Operating costs could double from the current \$3,400 to \$6,800 bringing total costs for the operation of the program to \$68,172. In addition, we suggest that the part-time secretary assigned to recreation and emergency management could provide clerical support to the housing program to bring total costs to approximately \$75,000. This type of inspection would generate even more revenue following the identification of UCC violations.

The team recognizes the enormous amount of work necessary to bring this type of operation into existence. Therefore, we suggest a two-year phase that could bring the township into full compliance with the addition of one full-time staff person and one part-time clerk. The ordinance would necessitate one inspection and one follow-up inspection. Any further delay or re-inspection could result in an additional charge. Registration would only be approved after the tax collector has certified that all property taxes are current, providing a mechanism for the township to collect taxes due. Rental properties would be made available through local_realtors only after the property had been registered and inspected by the township, and the owner had obtained the proper licensing.

Recommendations:

It is recommended that the township consider establishing a rental registration/housing inspection ordinance incorporating the smoke detector inspection and mercantile licensing fee. The housing inspectors and registration feature of the ordinance would place this new function under the construction official/fire official.

Value Added Expense: \$75,000

We further recommend that the governing body introduce the new ordinance based on the implementation of the BOCA Housing regulations as stipulated by the New Jersey Department of Community Affairs. Establish a registration/inspection fee of \$50 for two inspections with subsequent inspections to be \$25. Projected revenues over a two-year

phase in would be \$120,000, based on 2,400 units to be recalculated following the 2000 census. Based on projected costs, the real net revenues would be about \$50,000 after the two year phase in process. The current smoke detector fee of \$20 would be eliminated under this scenario.

Revenue Enhancement: \$120,000

CONSTRUCTION CODE

The construction officer reports directly to the administrator. He has headed the department for the last nine years. It is staffed with a building sub-code official, an electrical sub-code official, a plumbing sub-code official, and a part-time fire sub-code official. The construction official (fire official) also oversees fire protection smoke detector inspections with two part-time inspectors. The office is also staffed with a technical support individual. The State of New Jersey performs multiple dwelling inspections and elevator inspections in the township.

The construction office works closely with planning and zoning and attends some plan and site meetings each week. Issues raised by the construction official involve temporary certificates of occupancy (CO) and a local ordinance which indicates that CO's cannot be issued until the zoning officer has determined all phases of zoning have been complied with. LGBR discussed this issue with the administrator and believes much of this delay and oversight can be resolved by a re-write of the ordinance.

LGBR should point out that at the time of our review, the township had not established a Housing Inspection ordinance. Therefore, staff from this office performed strictly UCC inspections per state guidelines.

Analysis of Construction Code Annual Reports

Year	Total Revenues	Total Expenditures
1996	\$569,609	\$249,096
1997	\$627,007	\$281,701
1998	\$310,823	\$324,632
*1999	\$313,645	\$318,630

At the time of our review, the 1999 report had not been completed; however, budget estimates included \$241,582 in expenditures. Actual figures derived from the 2000 budget indicated that the township actually expended \$236,211 in 1999* (UCARS Report made available during writing). Actual cash revenues derived from the 2000 budget for 1999 indicated \$313,645 was accepted as revenue.

Based on these conclusions, the township has been well served by its fee structure. The 2000 budget anticipates expenditures to be approximately \$246,450. In general, revenue estimates have been covered by fees from two of the last three years (an actual surplus of \$652,009 was realized during these two years causing the Department off Community Affairs to review

township use of that surplus). Even in the year that fees did not cover expenditures, estimates were relatively close and only missed projections by approximately \$14,000. The fee structure in Hamilton Township has undergone some updating with amendments to the ordinance taking place in 1994, 1997, and again in 1999. The fee schedule appears appropriate according to the current analysis. (UCARS estimates there will be a \$5,000 short fall from 1999.)

The construction official has requested additional support for his office based on revenues collected in 1996 and 1997. A staffing analysis undertaken by the office of the Bureau of Regulatory Affairs in the Department of Community Affairs determined that the current staffing pattern for technical people was 3.9 FTE or approximately .4 over current staff based on full-time status in the Construction Office. The staffing analysis does suggest that office control should be approximately 2.3 FTE. The township has provided only 1 FTE to the construction office. However, there is staff available in the township, possibly in the emergency management area that could assist part-time.

Based on an overview of the analysis, we believe that the current technical staff is sufficient. However, control staff could be increased based on 1998 activity in the construction office. We also believe the township may wish to reallocate funds from reserve to consider this activity. Plans currently under review in the township indicate that revenues could spike again based on approvals already obtained in planning and zoning.

Recommendation:

We suggest the township carefully study the need to add additional support staff from within the township to accommodate the staffing analysis completed in 1999.

POLICE

The Hamilton Township Police Department consisted of 53 officers at the time of the LGBR review. The department was structured with 38 patrol officers, eight sergeants, three lieutenants, and two captains, a police chief and one special officer. In addition to sworn officers, the department was also comprised of five clerical support, and 11 dispatchers for a total of 69 employees.

The total amount budgeted for 1999 for police services was \$3,056,822, or about 26% of the overall municipal budget. The total position costs for sworn officers for 1999 was \$3,074,375. This includes \$110,276 in overtime payments. The police clerical support position value (5 positions) was \$138,971. The township expended \$277,911 for the eleven dispatchers, including \$12,182 in overtime payments. In addition, \$324,505 was spent for non-salary related purposes.

Mission

The township passed an authorizing ordinance in 1960 creating the police department to be amended July 7, 1969, and again by ordinance 736 passed April 16, 1979. We note that municipal police ordinances must be written to conform with N.J.S.A. 40A:14-118, which was

substantially changed in 1981. A proposal to update the mission statement was currently being prepared by the department for committee approval but had yet to be submitted during the review.

Organization

The current department is organized under a police chief and three divisions headed by two captains and one lieutenant. The divisions were identified as the operations division, the services division, and the administrative division.

The operational division is staffed with a captain, a lieutenant, eight sergeants, and 38 officers including the detective bureau, and a community-policing unit. The services division is administered by a captain, a lieutenant, and a civilian police dispatch supervisor which included records, communications, facilities, and training. A lieutenant was given special authority to review administrative functions including internal affairs and investigative duties of a special nature authorized by the chief.

Proposed Organization

The team believes much of the present organization is sufficient to manage the overall operation, but we suggest some changes that might benefit the organization and provide a more efficient approach to the operational and services side of the organization. In services, we suggest that one of the clerical support become secretary to the chief. This minor change gives the chief additional direct support not currently available through the records section. We also suggest that supervisory responsibility for the records unit be given to the lieutenant currently located in the services division to provide better direction, supervision, and quicker service to customers and taxpayers. Neither of these proposed changes will cost any additional tax money.

Recommendation:

It is recommended the township create an executive secretary position, directly responsible to the chief of police to provide direct clerical support to the chief, and provide direct supervision of the records unit by the lieutenant on a daily basis.

The services division provides direct supervision to the communications bureau, or dispatch. A civilian supervisor oversees this operation, although final supervision rests with a lieutenant. At the time of our review, there were nine full-time dispatchers, and two part-time dispatchers at a position value of \$277,911. This unit provides all dispatch services to police, fire, and emergency services.

The dispatchers appeared under pressure to supply additional data and manpower needs and lacked upgraded equipment. The size of the township, the lack of repeaters, and the equipment (Munipol) being used all cause problems with communications. The team received copies of a 1997 study undertaken by Atlantic County to evaluate the possibility of a county wide dispatch system. This study identifies many positive approaches which could be incorporated into such a project and benefit many of the communities in Atlantic County including Hamilton Township.

At the time of the Atlantic County review, there were 165 dispatchers in the county utilizing 35 dispatch stations processing 551,535 calls for service. The study by Atlantic County was envisioned with the usage of an 800 MHZ trunked radio system.

The county study generally identified the following conclusions:

1. Many of the communities in the county were putting the public at risk by usage of old and antiquated equipment.
2. Duplication of services was discovered via 70 radio frequencies and 113 base radio transceivers. Duplicate services were discovered in equipment purchases, FCC licensing, maintenance, and salaries and benefits.
3. Many communities cannot communicate with each other directly under their current frequency arrangement. (This is especially true in Hamilton Township where Egg Harbor Township abuts the line of Hamilton Township.)
4. Crisis situations involving the county such as hurricanes or floods are hampered by individual communication systems.
5. Mobile Data Terminals are hampered by VHS radio systems that are not interconnected.

This study made available by the township and reviewed with the county emergency management coordinator supports previous recommendations made by LGBR noting cost savings and efficiencies which can be identified and used if a regional system is planned and developed.

As addressed in previous LGBR reports, some of the reluctance to consolidate this function can be identified as:

- a. Home rule considerations and ability to supervise and direct as perceived by various municipalities and chiefs.
- b. Possible loss of jobs and potential political consequences.
- c. Geographical and familiarization concerns reflected in poor response time.
- d. Actual consolidation costs and affect on all taxpayers.
- e. Upgrades already completed by some jurisdictions and cost effective solutions that may not be realized by communities in the short run who have already assumed debt to realize a new system.

The consolidation of dispatch services not only would benefit Hamilton Township but would also benefit municipal fire services, inter-community communications, emergency services, and the ability to respond in an acceptable manner throughout all 23 communities. Atlantic County believed in 1997 that 10 dispatch stations could reduce the 35 stations identified at that time. Consolidated functions in Camden County did lead to more than 10 dispatch stations but with a considerably higher population.

In 1997, Atlantic County estimated shared costs at approximately \$280,000 to the Township of Hamilton. Based on cost increases of at least 10% over that time period, current projections might increase to approximately \$310,000. These costs could also increase if Atlantic City decided to be excluded from this centralized arrangement. LGBR has noted that current

administrative costs are approximately \$278,000. Equipment maintenance, overtime, upgrades, and additional radios could add an additional \$25,000, bringing real costs to approximately \$335,000. Based on projected costs in the range of \$335,000, Hamilton Township could expect to expend approximately \$57,000 to join the regional system.

Recommendation:

The township should consider attempting to consolidate communications in a county system currently under study by opening discussions with county officials. In the event a countywide dispatch system is implemented, the township should negotiate with the county to enable dispatchers an opportunity to compete for the new positions which would be needed at the county communications center.

**One-time Value Added Expense: \$57,000
Cost Savings: \$221,000**

As an alternative to this plan, LGBR recommends the township consider opening negotiations with Egg Harbor Township to join Egg Harbor's newly developed 800 MHZ system as a shared service. Egg Harbor's enhanced communications system would vastly improve quality and CAD capabilities for both communities. Long-term savings for the township would be approximately \$200,000 annually. Costs to the township could be approximately \$100,000, based on similar estimates given by Cumberland County, which already has some centralized dispatch.

**Value Added Expense: \$100,000
Cost Savings: \$200,000**

The lieutenant would act as a liaison to the communications center with the county or Egg Harbor Township. The services division would continue to supervise the records bureau, facilities and equipment, and department training.

Municipal Court

Although this section will not directly address court appearances by police officers, it is obvious that overtime generated in the police department is being caused by a number of police summons requiring their appearance in municipal court. Police contracts guarantee at least two hours of time and half if an officer is required to be in court during non-work time. Discussions with court personnel, the prosecutor, and the judge indicate that the court had maintained a successful liaison officer assigned to the court in the past. The police chief indicates that this individual left the department, and the concept was not renewed. LGBR believes that this position should be recreated out of existing staff and assigned to the courts as was the practice in the past. This position could be assigned to the lieutenant in the services division. Court appearances could be coordinated by the court director and police department according to court schedule and police schedule, to require appearances only during actual shift assignment, since shifts do rotate in Hamilton Township. Certainly not all overtime can be eliminated under this scenario, but LGBR estimates that 75% of all extraordinary costs associated with court appearances could be saved in this approach to court summons. According to information received from both the township and

the police department, over half of all overtime was generated by court time. According to the chief financial officer, the township expended nearly \$98,000 in overtime for police department overtime. Based on these figures and hours amounting to over 2,300, it could be suggested the township expended approximately \$45,000 in overtime costs in the court. LGBR believes that savings of \$33,750 could be achieved by the rotation of a court liaison officer.

Recommendation:

It is recommended that the township consider creating the position of court liaison officer to Hamilton Township Municipal Court, and assign the position to the services division. This could help reduce overtime significantly, by requiring officers to attend court during work hours through coordinated shift schedules.

Cost Savings: \$33,750

The services division also included **facilities and equipment function**. Computer technology was enhanced by the use of one police officer to assist with computer upgrades, training, technical assistance, and some software liaison work.

Hamilton Township currently has 49 vehicles assigned to the police department with one unmarked car. Hamilton uses a modified Lexington plan. By police department definition, cars are assigned to officers who live within the community. Under current policy, those officers living outside the community must report to the municipal police department in order to pick up a police car. Continued growth of the department will result in more officers without vehicles if present car purchasing/leasing remains at the same level. Observation by LGBR of the vehicles assigned to officers and taken home shows a better maintenance level than those kept at the municipal building. The lieutenant in charge of vehicles needs to address the care issue regarding cars left at the municipal building. At the time of our review, the township was attempting to place nine vehicles leases into the 2000-year budget.

Recommendation:

It is recommended that the township continue use of Lexington Plan, and permit the lieutenant to take appropriate action to correct problems resulting from inadequate care of automobiles assigned outside the Lexington Plan. Current automobile repairs are not maintained by computer and are kept informally by officers and the public works garage. The police department, in conjunction with the public works department, should arrange a schedule of routine maintenance enforced by the lieutenant. Current practice in Hamilton Township does not mandate a removal of a vehicle from service based on mileage. LGBR believes that 100,000 miles be used as a benchmark for removing vehicles from police service to insure safety for both the officer and the public.

Finally, the **services division** arranges and plans for officer training. LGBR reviewed budgeted dollars set aside for training over the last three years. Hamilton Township spent \$29,000, \$28,000, and \$11,000 over the last three years, respectively. Discussions with the captain in charge of training indicated that all officers could use additional training despite upgrades made

in minimum qualifications. LGBR suggests that the Hamilton Township police conduct a survey of officer needs and identify areas of training available throughout the law enforcement community. Following an assessment of needs, we suggest that the department submit a request to the township administrator reflective of all department needs including skills in computer work. Current funding identified in 1999 seemed insufficient to meet the needs of a growing department in comparison to other departments with over 50 police officers.

Recommendation:

It is recommended that the township pursue additional training for officers, if necessary, following a needs assessment.

The police department in Hamilton Township does not currently conduct positive affirmative action recruitment in or close to Hamilton Township. According to the chief, the township uses the South Jersey Police Chief's entry-level law enforcement examination to qualify entry-level law enforcement officers in Hamilton Township. According to statistics generated by the 1990 census, Hamilton Township is estimated to have approximately 17,863 residents by 1996. Currently, the police department has only one black officer, one other minority member, and four women. Census data indicated minorities make up approximately 21% of the population in Hamilton Township. Data supplied by the police department inclusive of female officers indicates that only 11% of the police department is currently of minority origin. Black residents make up 13% of the community and black police officers make up only 2% of the police department.

LGBR suggests the lieutenant, currently assigned to the services division, be given responsibility to develop a positive recruitment plan to make the police department more representative of the community through public relations and attendance at various vocational and college career days.

Recommendation:

It is recommended that the township establish a recruitment officer function within the job description of the lieutenant currently assigned to the services division. Hamilton Township is a diverse community that should be reflected in the police department.

A captain oversees the **operations division** with one lieutenant, seven sergeants, and 34 patrol officers. Included in this group are 15 officers assigned to community policing and one officer in the police academy. The captain indicates the officers assigned to community policing are required to respond to calls for service. A ratio of approximately one supervisor to five officers currently exists. The operations division also consists of a detective bureau, staffed by one sergeant and three officers.

The community-policing unit is supervised by a sergeant with multiple duties, including coverage at the municipal building from time to time. This unit is comprised of 15 officers at the

present time who often ride bicycles in assigned neighborhoods to familiarize themselves with community needs and act as a presence inside the community. These officers are assigned to work with regular squads under the direction of the squad sergeant.

The operations division is also comprised of an evidence and property function overseen by a detective sergeant and one detective.

We suggest a central repository for all time and leave records in the police department. It was obvious during our review that time taken by officers relating to compensatory time off was not fully understood by the township officials within and without the police department. Current time and leave records were kept by hand in payroll and forwarded to personnel in the clerk's office. These records were maintained on hard copy records and were difficult to read. Records obtained via the police department were succinct but did not go into detail on how time was earned. A computer software package could address these personnel concerns and meet payroll needs as well. Should the municipality invest in such a package, the total cost to the community, based on a similar package purchased in Monmouth County, would be approximately \$10,000 for some 200 plus employees. It is apparent to the team that the township should formalize compensatory time policy. Records scrutinized by LGBR showed the average compensatory time used by officers to be approximately four days per year. It might be pointed out that these figures were questioned by some as being too low.

Recommendation:

It is recommended that time and leave reporting be centralized through the operations division captain. The township should consider purchasing a software package to coordinate personnel and payroll. The township should consider adopting a formal compensatory time policy, and clearly delineate the chain of command in the event of the chief's absence. The expense is accounted for in the personnel section of the report.

The **administrative division** is staffed with a lieutenant with responsibility for internal affairs and special investigations as requested by the chief. In addition, the chief has also assigned the following responsibilities:

- firearm application investigations;
- alcohol related issues surrounding licensing;
- NCIC validations;
- towing contracts;
- arson investigations and liaison activity with the county fire marshal;
- auction scheduling; and
- police car accident investigations.

Deployment, Schedule & Shift

Hamilton Township employs a 4 on 2 off, 4 on 2 off schedule with an 8.5-hour day. Actual shift schedules are 7:30 a.m. to 4:00 p.m., 3:30 p.m. to 12:00 a.m., and 11:30 p.m. to 8:00 a.m. Contractually, the hours equal out to 40 hours per week over the period of the contract. We

found that officers owe the township approximately six hours per week but training and special assignments usually are routinely scheduled into this formula. A review of hours actually worked during the year shows 1,773 hours, which is acceptable using comparisons of other schedule arrangements taken from the beat analysis. (Hours worked per year are 2,067.)

The beat patrol analysis using minimum staffing levels indicates there should be a 40 patrol officers in Hamilton Township. The township currently staffs 40 officers. The current squad configuration is nine officers during the day and seven attached to the night shift. Overtime call-in activity is at the discretion of the captain. Based on our analysis, current staffing levels are appropriate. LGBR will provide an appendix of the beat analysis using the City of Rutherford schedule in comparative analysis.

At the time of our review, six sergeants were assigned directly to patrol and also answered calls for service. Two sergeants were assigned to community policing and the detective bureau. Three officers were assigned to the detective bureau and one officer was in the academy. The beat patrol analysis identifies sergeants as officers responding to calls for service. Should Hamilton determine to make these individuals entirely supervisors, additional coverage would be required to supplement the current patrol officers. According to the chief, minimum staffing was flexible during winter months, but the need for additional officers existed during the spring and summer.

As mentioned previously, Hamilton Township is the largest geographic township in the State of New Jersey. The department has divided the community into seven sectors, with three of those sectors tightly configured around large commercial development. In some cases, one sector patrol car could be approximately 15 – 20 miles from the station. LGBR applauds the township for its efforts to cover the jurisdiction from all its borders and place crucial coverage in areas of dense development. Census figures estimate approximately 17,000 residents in 1996. However, casino development, shore development, and the Atlantic City Expressway have added to coverage concerns in this rapidly developing community. The ratio of beat patrol officers to supervision is 1 to 5.66.

As a tangential issue, the township has discussed placing substations in some of its sectors. At the present time, the department has established minimal processing stations in a mall area approximately 6-7 miles from the main station. LGBR has looked at the possibility of establishing substations in other sections of the township and believes the issue should be studied in some depth. LGBR does believe that the Hamilton Township Mall could offer a larger area in the mall to the police department, at minimal cost or free, to eliminate the need to have officers returning to the station on a somewhat irregular basis.

The remainder of Hamilton Township is covered by five fire companies in sectors roughly equivalent to the sectors currently identified by the police department. In addition, the township has a community center in the Mizpah area. LGBR recommends the township investigate the use of two or three of these facilities to use as processing centers for complaints, a police presence (community policing), and other sorts of emergency response, if needed. LGBR does not believe that there should be any rental activity for this use and, possibly, only the networking capability of a laptop computer and phone, for costs under \$5,000. In a large community such as Hamilton,

with diverse villages located throughout the township, the police presence could be an asset immediately. Substations obviously bring questions of coverage but we believe that the current community-policing segment of the Hamilton Township Police Department could address this issue using existing staff.

Recommendation:

The team finds that current staffing is sufficient to meet minimum staffing requirements for patrol, and the current schedule of 8.5 hours on a 4-2, 4-2 schedule appears to be working well. Current shifts overlap by 30 minutes and provide for some report writing. We support this arrangement, but report writing should be completed during this time or during the day to eliminate some unneeded overtime.

It is further recommended that the township consider a substantial substation at the Hamilton Mall with necessary equipment and space provided by mall management to provide 24-hour uninterrupted coverage in order to provide a safe and secure atmosphere for both consumer and retailer.

Research and study the need to create 2-3 processing centers in the outskirts of the township to maintain a presence in the area. LGBR recommends the community-police unit research this idea and present a detailed report to the chief for analysis. LGBR believes that space currently available in firehouses and a community center should be sufficient.

Value Added Expense: \$5,000

Community-police work directly with all three-patrol squads under the supervision of the squad sergeant. Most of these cars are equipped with bicycles and patrol specific neighborhoods. A sergeant was placed over all 15 officers; however, specific assignments still are under routine squad supervision. LGBR was informed that community police in Hamilton do respond to calls for service according to the sector they are assigned. Therefore, the beat analysis used in the earlier section of this report did include these officers. The sergeant placed directly over all the officers was not included in the beat patrol analysis.

Uniform Crime Report

Township	Crime Index Total	Population	Area Square Miles	Violent Crime	Non-Violent Crime	Crime Rate per 1,000	Violent per 1,000	Non-Violent per 1,000	Police Officers
Hamilton Township	'97-1,230 '98-1,331	18,243	115	116 101	1,114 1,230	68.9 74.5	6.5 5.7	62.4 68.9	44 48
Galloway Township	'97-735 '98-723	28,224	91.75	49 61	686 662	27.1 26.6	1.8 2.2	25.3 24.4	44 44
Egg Harbor Township	'97-1,459 '98-1,463	27,675	67.94	124 108	1,335 1,355	55.1 55.2	4.7 4.1	50.4 51.1	72 72
Atlantic County	1998					71.3			
New Jersey	1998					37.1			

Hamilton Township ranks second in the county in the 1998 crime rate. Only Atlantic City has a higher crime rate. The county crime rate in 1998 was 71.3, with Atlantic City causing a major blip in the county's crime rate. However, the township's crime rate was still above the county average. The state's crime rate for 1998 was 37.1. Hamilton Township nearly doubled the state crime rate. Increased development, additional retail outlets, and available and reasonable housing costs have contributed to this number, but indicate the need for additional law enforcement officers not necessarily associated with a community of approximately 17,000 residents. The communities listed above illustrate the need for coverage in large square mile communities. One can easily note that 72 officers in Egg Harbor Township far surpass the officers available in Hamilton Township, although the population estimate in Egg Harbor Township is some 9,000 residents more.

According to officers in Hamilton Township, motor vehicle accidents are a major part of calls for service. The lieutenant in charge of alcohol license reviews indicated that alcohol is a major contributor to late night motor vehicle mishaps, combined with country roads that are poorly lighted and wind through the woods of Hamilton Township. It was his perception that neighboring communities would be hindered from visiting taverns in the township if hours were curtailed to those of the municipalities bordering Hamilton Township. Since the township has reduced coverage on the late night shift to provide more police presence during the day and evening shifts, this concept is indeed worth pursuing, with the potential of reducing accidents and possible alcohol related incidents. A neighboring community rolled back bar closings to 2:00 am in 1992 and saw the following reductions:

- DWI arrests went from 462 to 414 in one year, followed by 166 and 131 in the respective following year.
- Tickets went from 5,971 to 5,256 the first year and 3,446 and 3,284 the following year.

LGBR believes this could result in a productivity enhancement in Hamilton Township and reduce traffic tickets and criminal activity, based on this comparison.

Recommendation:

It is recommended that the township carefully study 2000 census figures to determine real growth. Continued use of grant money to bring additional police officers on board should be studied against the projected tax growth rate of the community.

Current statistics illustrate the need for a strong law enforcement presence in the community as casino development and affordable housing bring increased growth to the Township of Hamilton. Increase and maintain mutual agreements with surrounding communities to aid with more rapid response, especially in the Egg Harbor Township/Hamilton Township border area.

Recent scheduling changes enacted to put more patrol into day and evening activities should be continued.

The community should assess the possible reduction of hours now enjoyed by taverns to avoid bringing neighboring area communities into town after bars have closed in their jurisdiction.

CAD

The police department presently provides some computer services to the rest of the community as discussed in prior sections. Present computer capabilities in the police department were also discussed as they affect dispatching, record keeping, payroll, report writing, NCIC, and networking throughout the department. At the time of our review, the police department had purchased eleven laptop units placed into vehicles. These were not MDT units but rather computers designed to enhance report completion. Computer capabilities will be discussed at length in a section of this report detailing both civilian and police usage. LGBR has also recommended the township join the county in a centralized computer dispatch system, thus, enhancing current CAD capabilities. Those costs were identified in that section of the report.

Computer availability should be made a goal of the police department affecting all its employees.

Recommendation:

It is recommended that the township consider replacing the Munipol System as soon as possible to enhance the ability to report on police functions in a distinct and rapid manner. In conjunction with this recommendation, the township should provide all officers with computer enhanced communications equipment. Such long-term improvements could reduce the need for five records clerks.

Estimates of proposed costs will be made available in the Computer Section of this report.

Administrative

Grant administration in the police department has been well managed by the chief. The following is a breakdown of budgeted grants from 1998 and 1999:

Police Grants for 1998 and 1999 for Hamilton Township

Grant	'99 Appropriations*	'99 Actual Spent	'98 Actual
Safe & Secure	\$0	\$60,000	\$120,000
Municipal Alliance	\$0	\$16,657	\$25,332
Drunk Driving	\$2,261	\$14,912	\$13,490
Aggressive Driver	\$1,785	\$7,148	\$7,245
Local Law Enf.B.G.	\$0	\$33,099	\$29,931
Body Armor Fund	\$0	\$4,514	\$3,105
Cops More	\$0	\$9,375	\$9,375
Cops Universal	\$0	\$270,000	\$255,000
Totals-Budget Adj.*	\$4,046	\$415,705	\$463,478

Hamilton Township will need to appropriate the following funds into its regular budget to accommodate police officers who will be exiting from grants:

Officer	Date Hired	Local Budget Impact	Salary
Officer 1	7/8/98	7/8/01	\$56,845 (4 level avg.)
Officer 2	7/31/98	7/8/01	\$56,845
Officer 3	7/20/98	7/20/01	\$56,845
Officer 4	8/17/98	8/17/01	\$56,845
Officer 5	3/29/99	3/29/02	\$56,845
Officer 6	3/29/99	3/29/02	\$56,845
Officer 7	3/29/99	3/29/02	\$56,845
Totals		7 officers	\$397,915

The budget impact of these seven officers will be significant. Hamilton has already absorbed four officers under this grant that have impacted the local budget.

Clothing

Hamilton Township provides a rather liberal maintenance clothing allowance to its officers in the ranks of sergeant and police officer. According to the contract, Hamilton has negotiated an \$800 yearly clothing maintenance allowance. Municipalities usually provide no more than \$300 per officer per year for clothing and maintenance. LGBR has found that garments can now be purchased with materials permitting home care, with less soiling, and save professional cleaning costs. It would appear the contract currently in place is providing at least \$500 in additional payments to officers. In addition, uniform replacement is at the discretion of the administration. LGBR suggests that all costs be reduced to \$300 per year per individual officer.

Recommendation:

Reduce clothing costs to \$300 per year per officer.

Potential Cost Savings: \$21,000

Clothing costs assumed by non-union officers amounted to \$5,619. Based on \$300 per officer, this figure could also be reduced significantly.

Potential Cost Savings: \$3,819

Operating Expenses

Account Name	'97 paid	'98 budgeted	'98 paid	'00 Projected
Clothing	\$43,092	\$59,082	*\$26,815	\$82,150
Computer H. Maintenance	\$2,236	\$1,920	\$1,763	\$3000
Computer S. Maintenance	\$3,500	\$3,400	\$4,500	\$4,500
Courses/Seminars	\$29,910	\$28,064	*\$11,217	\$50,100
Dues	\$600	\$505	\$1,848	\$3,085
Equipment Maintenance	\$13,053	\$14,593	*\$12,360	\$24,220
Materials	\$11,286	\$12,309	*\$10,649	\$35,460
New Equipment	\$186,956	\$189,966	\$179,517	\$262,700
Office Expenses	\$4,888	\$5,457	*\$4,800	\$6,000
Photocopy	\$4,509	\$5,370	*\$2,510	\$2,800
Postage	\$3,028	\$3,460	*\$2,172	\$3,500
Rentals/Equipment	\$1,875	\$2,407	\$2,298	\$3,000
Texts	\$311	\$291	\$396	\$400
Travel	\$88	\$8	\$93	\$200
Totals	\$305,336	\$326,936	\$261,212	*\$481,115
			*under utilized budget	*\$248,315 (per actual budget)

The police department budget reflects 26% of the total budget for the city of Hamilton Township. Hamilton Township operating expenses appear to reflect very conservative trends. Travel, training, computers, and software maintenance expenses appear to be under control. Hamilton Township will be leasing eight new police vehicles rather than purchasing them outright, thus, reducing this line item significantly.

Salaries

Generally, salary amounts will be discussed in the negotiations section of the report. However, LGBR finds salaries paid to officers and sergeants to be in line with neighboring communities.

Alarms

Hamilton Township adopted an Alarm Systems ordinance (1062) on February 2, 1991, which included police, noise, nuisance, smoke and fire. The ordinance identifies the types of alarms, registration requirements, penalties, monitoring and maintenance requirements, and record maintenance as required by the jurisdiction. LGBR reviewed this area since a cursory review of “munipol” data indicated recurring alarms at numerous retail and business locations throughout the township. According to records kept by the police department, there were 1,606 alarms in 1998 and 1,837 alarms in 1999. The police department issues a summons for false alarms under the following criteria:

- 7th false alarm - \$25;
- 8th false alarm in a calendar year - \$50;
- 9th false alarm – minimum of \$200; and
- subsequent up to \$500.

Municipal court remains the entity responsible for collecting all fines and hearing all cases. Current records register this type of fee collection under miscellaneous revenues making exact amounts difficult to ascertain. This ordinance also was responsible for the disconnection of all alarms connected to the municipal building, placing all monitoring functions with private companies.

Although connections are not maintained at the municipal building, the township does have a registration ordinance currently without a registration fee. Currently, there are 445 alarms registered in Hamilton Township. We were informed that this process has become more involved over the last few years due to the increasing number of requests delivered to the township for monitoring connections.

The township should give serious consideration to an alarm registration ordinance with a fee of approximately \$20 to give the department the chance to review the type of device installed and place these properties on the computer. Based on the number of current registrations, this would generate revenues of approximately \$8,900. The violation ordinance, as currently designed, affords all property owners and leasees the opportunity to numerous mistakes before penalties are assessed. Based on the size of the community, the need for response, the false alarm numbers available in the fire department, and the maintenance required on all emergency vehicles, we suggest the township give consideration to moving penalties from the 7th false alarm to the 4th false alarm with mitigating circumstances. Assuming an average of 1,700 false alarms per year, approximately 25% of those repeat offenders could be responsible for multiple alarms bringing in approximately \$10,625 in additional revenue and causing less manpower expenditure due to tighter controls. (This estimate is based on communities who institute fines after the third false alarm. Hamilton Township records reveal that of the 1,700 false alarms, 90% or approximately 1,530 of the calls are burglar alarms.) Both registration fees and stricter enforcement will reduce the need to respond to many of these calls in the rapidly developing sector of security monitoring.

Recommendation:

The township should give consideration to an alarm registration ordinance with a fee of approximately \$20 to give the department the chance to review the type of device installed and place these properties on the computer. Based on the number of current registrations, this would generate revenues of approximately \$8,900.

Revenue Enhancement: \$8,900 (registration)

Based on a history of false alarms in Hamilton Township, the police department estimates that only 50% of all alarms are registered.

Projected Revenue Enhancement after Rental Registration: \$17,800

Revenue Enhancement: \$10,625 (enforcement)

EMERGENCY MANAGEMENT

The Hamilton Township Office of Emergency Management consists of a part-time coordinator and a part-time secretary. Prior to the 2000 budget, the coordinator was paid approximately \$40,000 for his efforts in public works and emergency management. The secretary was paid \$15,000, budgeted by the department of administration, although she worked part of her time in the recreation office.

During 1999, the administrator moved the coordinator to the department of public works as the assistant director on a full-time basis. The secretary's salary appears to have been placed in the recreation budget for the year 2000, since the current budget allocates only \$2,000 for salaries and wages. Based on the recommendation of the administrator and the concurrence of the committee, the police chief accepted the part-time position with a stipend of \$2,000 annually. He continues to work with a part-time secretary, based on interviews held with him, despite budgetary information that places it into the recreation budget.

Operations

According to the chief, the emergency management team in Hamilton is responsible for a safety drill every two years, with a board drill annually. The staff is responsible for 911 calls placed during a declared emergency. They are also responsible for coordinating services with the state, county, and local police. Hamilton Township has experienced an emergency in the past when extreme flooding caused bridges to wash out, necessitating individuals being evacuated from their homes. The township has one large 4-track vehicle and an emergency communications network. The chief indicates that his involvement with the emergency management program has been relatively minor, with only an occasional meeting with other key members of the team. Costs associated with the program have gone from \$9,200 in 1998 to a proposed budget of \$12,500 for 2000.

Currently, the office arranges meetings with the county, EMS, fire, and police. In addition, some equipment is provided. By far, the most effort goes into planning and rewriting operating procedures in case of an extreme emergency. Training is accomplished with newer staff, but overall daily operations are generally minimal. LGBR found that the secretary in emergency management could be working more effectively with either recreation or the new housing officer program.

Recommendation:

It is recommended that the township review other expenditures, such as the part time clerical support, to identify real costs for emergency management. We further recommend reallocating 75% of the secretary's time to either recreation or the proposed housing program. The township should identify areas of hazmat response that can be assumed by the county rather than the township.

FIRE

General

The Township of Hamilton covers 115 square miles in the middle of Atlantic County with major state highways crossing through miles of Pineland restricted development. As consequence of its location and direct access to Atlantic City, the township has undergone rapid development in areas where the Pineland Commission has permitted both residential and commercial growth. The casino industry has generated a desire to live, play, and shop in areas in and around Hamilton Township. The township currently is home to major portions of county government, a regional County Library, Atlantic Cape Community College, Atlantic County Prison, and Oakcrest Regional High School. In addition to these facilities, the township has rapid elementary and middle school growth, a large commercial area on Route 322 encompassing the Hamilton Township Mall and Wrangleboro Mal, as well as a planned multiplex theater.

Census data from 1990 indicates there are approximately 17,600 people in Hamilton Township as of 1997. Estimates described in the Master Plan predict continued growth with as many as 10,000 more people in the next 10 years. Estimates also indicate that possibly 4,000 new housing units could be established within the very near future.

With these facts in place, the township has been very fortunate to have active and dedicated volunteers for nearly 100 years. At the time of our review, the township was the beneficiary of five volunteer companies separately incorporated within its boundaries. These companies include the Mizpah Fire Department, the Weymouth Fire Department, the Mays Landing Fire Department, the Cologne Fire Department, and the Laureldale Fire Department.

In addition to these separately incorporated departments, the New Jersey State Forest Fire Services are located in the township. Also, mutual aid agreements are established by county procedure and affect the neighboring communities of Egg Harbor Township, Folsom, Buena Vista, Weymouth (Belcoville), Egg Harbor City, Mullica Township, and Galloway Township. In addition to these coverage areas, Hamilton Township responds to vehicle fires and structure fires on the Atlantic City Expressway under the South Jersey Transportation Authority.

The township is intersected by State Highways 322, 50, 40, and the Atlantic City Expressway. The township is also split by the Egg Harbor River which meanders throughout the community. The Hamilton Township Municipal Utility Authority estimates approximately 25% of the community has township water service, leaving many residences and fire services with wells and cisterns.

Traditionally, the township has had five fire chiefs and five companies negotiate separately with the township to provide operating expenses and capital improvements involving equipment. Recognizing that this was not the most efficient and effective way to assist in funding this service, the township has recently changed the budgeting procedure, which will be discussed in the report.

The five companies represent five village type communities located strategically in almost all segments of the township. From a ratable base perspective, the township is not equitably distributed. Cologne and Mays Landing represent areas of rapid growth while Weymouth and Mizpah have been relatively unaffected. Laureldale has been the beneficiary of some large tract development and has become responsible for Atlantic City Expressway emergencies.

Fire Service Activity - 1999
Reported by Local Fire Companies

Fire Company	Structure	Car	Brush	MVA/Jaws	M. Aid	Standby	Other	False	Total
Mays Landing	29	21	21	8	8	22	54	106	269
Mizpah	32	6	14	1	0	23	21	0	97
Weymouth	6	12	8	16	8	3	4	16	73
Laureldale	12	0	19	32	34	12	35	0	132
Cologne	32	41	0	0	0	11	51	79	214
Totals(local stats)	111	80	62	57	50	71	165	201	797

Fire Service Activity - 1999
Reported by Munipol(Hamilton Township's CAD)

Fire Company	Structure	Car	Brush	MVA/Jaws	M. Aid	Standby	Other	False	Total
Mays Landing	29	12	12	0	0	0	48	93	194
Mizpah	4	0	1	0	0	0	7	4	16
Weymouth	3	10	5	0	0	0	3	5	26
Laureldale	4	8	8	0	0	0	11	3	34
Cologne	17	22	6	0	0	0	49	63	157
Totals(CAD)	57	52	32	0	0	0	118	168	427

The statistics described above are from the computer aided dispatch (CAD) system (Munipol) employed by Hamilton Township. The fire companies maintained local statistics according to the chiefs in each company. The two charts are illustrated to show the difference in calls recorded by dispatch versus those calls recorded by hand at each local fire company house. Neither system was incorporated to follow the National Fire Incident Reporting System (NIFRIS) used by the State of New Jersey but not mandated for use by local fire companies. Use of the NIFRIS by the fire companies would negate the 46% discrepancy rate between the local statistics and those reported by Munipol.

The figures generated above reveal a 46% discrepancy rate between local statistics and those reported by Munipol. Dispatch records indicate that there are approximately 4.75 structure fires per month or .95 fires per house per month. CAD records also indicate there were 35.58 per calls per month per year or 7.11 calls per house per month per year. Allowing for false alarms, the real number of service calls per month is 4.3 calls per house or one per week on average. (Assuming the false alarms are responded to adequately, there would be on average two calls per week.)

Figures generated by the companies themselves indicate 8.58 structure fires per month or 1.71 per house per month. Service calls revealed 57.25 per month or 11.45 calls for service per month per house or three per week.

The team suggests that all companies use the NIFRIS reporting system via computer assisted networking and connection with the Department of Community Affairs. LGBR also suggests that the township mandate this activity as the fire companies seek municipal support annually.

Recommendation:

It is recommended the five volunteer companies join the NIFRIS reporting system as soon as possible. The township should consider linking continued financial support with the NIFRIS reporting standards to monitor activity in a department where tax dollars are allocated. This would improve accountability and provide accurate information, that could be used to make important funding decisions in the future.

The municipality must understand the relevant definition of structure fire as reported in NIFRIS and insure that data supplied through the CAD correspond with real structure fires as outlined by the National Fire Protection Association handbook. Until the municipality either joins a county dispatch system or another township, the CAD must be able to tie its reporting into NIFRIS guidelines to give a clear picture of fire department activity annually.

Fire Company Location and Response

The fire companies, as discussed in other sections of the report, are located, generally, at the four corners of the community, although the northeast corner of the township, where much of the development activity is occurring, is without a fire company within a two-mile radius. The five companies cover a combined 115 square mile area. It appears that all five companies cover over 15 square miles each, with the possible exception of Laureldale and Cologne. These two companies do come within the allowable distance determined by the Insurance Service Organization. Based on interviews with each fire chief, LGBR determined the companies covered the following square miles:

* Laureldale	-----	10 sq. miles
* Mizpah	-----	20 sq. miles
* Weymouth	-----	45 sq. miles
* Mays Landing	-----	25 sq. miles
* Cologne	-----	15 sq. miles

These are estimates provided by the fire companies that indicate the amount of miles covered, in general, by each firehouse. These coverage areas make comparisons very difficult and also refute certain benchmarks established for cities. NFPA standards would indicate the township might only need three firehouses based on population of less than 25,000 and current fire rates per 1,000 population. However, the distances mentioned above make this analysis moot. It also should be mentioned that each fire station is owned and deeded privately to the individual fire companies and their respective trustees. LGBR recently reviewed Ocean City that has three houses in eight square miles, but has 150,000 visitors during the summer. These types of unique operations must be reviewed independently to discuss township concerns and operation levels when other criteria prove inadequate.

The New Jersey Forest Fire Service is also located in Mays Landing, the central area community in Hamilton Township. The forest fire service provides 12 full-time firefighters in an area from southern Ocean County to Cape May. Although there are a few exceptions to their coverage area, this group of firefighters is responsible for all woods and brush fires in the southern part of New Jersey. The fire service is also staffed with Section Wardens, District Wardens, and Fire Observers on a limited part-time basis. Assistant firefighters make up about 475 individual firefighters, who are called upon only during fire occurrences. According to the Mays Landing Warden, the fire service will respond to all forest fires, grass fires, woods fires, and marsh fires, and assume control of the fire upon their arrival. The forest fire service is equipped with tankers, plows, and 12 power wagons. According to the warden, the forest fire service is a service organization and would never refuse to assist local firefighters as long as the fire service was not involved somewhere else.

Munipol did not provide sufficient information to address response times by fire companies, but discussions with the chiefs indicated that turnout time could vary from 6 to 20 minutes based on time of call. LGBR addresses this issue since it affects total response time from dispatch to arrival. Based on location, response time was reduced according to the location of all five firehouses in Hamilton Township. However, it should be pointed out that ratable growth in some of these areas has been rather stagnant. Firefighters in Weymouth and Mizpah may be required to travel as far as 15 to 20 miles on township roads before they reach a potential fire. Therefore, LGBR cannot, with good faith, suggest closure of any houses in the jurisdiction despite guidelines which might suggest otherwise, based on population. However, LGBR does believe that efforts need to be instituted to control the growth of fire suppression expenditures within the township.

Hamilton Township received a 5/9 Insurance Service Organization rating (ISO) due to water sources throughout the township. A rating of five was given to companies where a fire hydrant was available, while a rating of nine was given where distances of 1,000 ft. or more were evident due to the lack of a hydrant. LGBR recognizes the need for pumpers and tankers based on these findings. We also recognize the need for the MUA to work closely with the township to provide water sources for the fire companies.

Volunteers

According to the latest information supplied by the chiefs, it would appear the five companies have the following volunteers:

Company	# of Volunteers	EMT's
Laureldale	37	3
Cologne	40	?
Mizpah	25	3
Mays Landing	40	4
Weymouth	26	4
Totals	168	14

Although most volunteers have received firefighter 1 training, LGBR discovered that some companies had been unable to schedule volunteers for this training in a timely fashion. Therefore, LGBR recommends all companies schedule firefighter 1 training as soon as possible, to reduce significant liability issues.

All firehouses maintained separate fire chiefs and trustees. Each station was represented by a president and an active auxiliary. Fire companies did not all maintain adequate accounting of their costs and expenses and none were found to have registered with the Division of Consumer Affairs as a volunteer organization in the charitable campaign section. As result of the organizational structure and financial situation, none of the firehouses provided independent audits to LGBR. As a matter of accountability, taxpayers should be informed of expenses and costs associated with firehouses that accept municipal support. Additionally, the team suggests that the municipality should require the audits of each fire company as a prerequisite to receiving additional tax dollars. Most companies indicated that its buildings were financed through its own efforts, its own fund raising activities, and the efforts of individual members. We applaud the companies for obtaining separate funding and labor other than the tax dollar. However, it should be pointed out that each station is insured by the township for the following amounts:

Company	Appraised Value
Laureldale	\$229,000
Cologne	\$530,000
Mizpah	\$479,000
Mays Landing	\$814,000
Weymouth	\$653,000
Totals	\$2,727,983

Based on these figures, the township is providing for insurance of all buildings. Without an independent review of each houses' finances, it is impossible to determine whether any money or tax dollars from the community actually was used to modify or build the volunteer buildings. However, it is obvious that the township did not participate in the planning or building. It was discovered, however, that there was township participation in the granting of certain deed privileges to some of the fire stations where land was an issue.

LGBR is concerned with the accountability issue raised by township involvement in the fire companies and subsequent tax dollars used to meet apparent fire suppression needs.

On August 30, 1999, the township endorsed and passed the Emergency Services Volunteer Length of Service Award Program pursuant to N.J.S.A. 40A:14-183. This program affected all emergency service personnel in all five fire companies and the two rescue squads. It was passed by the voters on November 2, 1999. This program is designed to entice volunteers to join and maintain a membership in a volunteer organization by continued participation in their activities and training. The township estimated the cost to be between \$21,000 and \$84,000, based on the possible accumulation of points and the manpower currently in the five companies.

At the time of the LGBR review, this effort was just in its infancy stages. Efforts to review time sheets and attendance were not available to LGBR, with the exception of the Mays Landing company. LGBR believes this program should help to improve the efforts of the companies to increase volunteer participation but, also, believes it should help with record keeping and organization.

Recommendation:

While we would prefer to see all five companies voluntarily complete the audit process, in the absence of such cooperation, it is recommended that the township require an independent financial audit of all five companies.

All fire companies should register with the Division of Consumer Affairs in the Department of Law and Public Safety as a charitable campaign organization.

Future site improvements should be coordinated with Hamilton Township if capital expenditures continue to be funded by the township committee, especially if site improvements could affect overall insurance costs.

Munipol must be able to determine turnout time, completion of the call, and all assistance requests to provide an accurate picture of fire response in Hamilton Township. If Munipol is unable to provide this information, LGBR suggests the township implement previous recommendations affecting the CAD.

Since township dollars have been used to directly supply equipment to the various fire companies, the firehouses should work closely with the police department to meet community needs as possible substation locations, if the township wishes to establish a full-time presence in the community.

LGBR commends the fire companies for their efforts in attracting volunteers. We recommend they receive firefighter 1 training as soon as possible. We also support the LOSAP program and look forward to its implementation.

LGBR suggests that dispatchers obtain as much information from the caller as possible to reduce the affect of repeated false alarms.

The New Jersey Forest Fire Service provides excellent brush and woods fighting capabilities. LGBR suggests that the services of the forest fire service be used during all brush fires. LGBR believes that the 62 woods fires (CAD information suggests only 32 fires) should be forest fire service calls, thus, diminishing some of the need for local fire companies to respond to these types of fires. The forest fire service certainly appreciates the back-up and assistance of the municipal companies but, also, recognizes their lack of brush training and the types of equipment needed to access deep woods fires. LGBR suggests that this type of response receive a thorough review by the companies to determine whether appropriate response is needed.

Equipment

The five companies have the following types of equipment:

Company	Equipment
Laureldale	Mack Tanker
	'70 Ford Pumper(recently replaced)
	'95 Pierce Pumper
	'81 Heavy Rescue Cascade
Cologne	'84 Duplex Pumper
	'89 Pierce
	'94 Pierce
Mizpah	'86 Tanker
	'95 HME Pumper
	'82 Mack
	'00 Pumper (?)
Mays Landing	'82 Pumper
	'92 Pumper
	'85 Ladder
	'Ford Cascade
Weymouth	'96 minipumper
	'98 Pierce
	'83 Grummond
	'60 Ford Pumper (reserve)
	'82 Ford Tanker
Totals	20 pieces (1 ladder, 3 tankers, 2 rescue & 14 pumpers)

The NFPA handbook suggests one large capacity pumper and one mobile water supply of over 1,000 gallons in rural areas. A review of the equipment above does indicate that each house has the required pumper and three of the houses have tankers. The NFPA handbook does not indicate that the municipality needs to have a certain number of companies for its area or pieces of equipment for the area. However, the standard rule of three miles cannot be used in a township with 115 square miles. In addition, turn out time and drivers are sometimes negatively affected by the time of the fire, such as, during the day when volunteers are not always available. NFPA standards, as profiled in a 1996 survey, indicated that towns of 25,000 to 49,000 could have as many as 10 pumpers. Towns of smaller size obviously were considerably less. Based on the master plan and growth as seen during our visit, we placed Hamilton Township over the 25,000 population, based on estimates which might be used in 2006. As a result, the township is

probably at least four pumpers over capacity. In addition, the township has tanker capability greater than that suggested in the NFPA handbook. However, the team doesn't recommend a reduction in this number, especially since some tankers were purchased by the volunteers.

LGBR also reviewed the need for an additional ladder truck to be housed at either the Cologne or Mays Landing station. Structures in Mays Landing itself do not necessarily mandate an aerial piece. We believe the need for an additional ladder is overstated. We do recognize the need for extension capacity, especially in the "mall" area. The existing ladder truck appears sufficient to meet any aerial needs in Hamilton Township, and we believe any expenditure of a new ladder or "quint" to be an unnecessary added expense to the taxpayer. A random mileage run indicates that Cologne is about three miles from the mall area. Egg Harbor Township recently purchased a new ladder which is housed in the Cardiff Fire Station near Spruce Road. This piece of equipment is also only about 3.4 miles from the mall area and actually closer to planned theater development. LGBR suggests that Hamilton Township adopt a written policy on the use of the ladder in Egg Harbor Township, if it is needed. Although the county has structured a mutual aid agreement for all Atlantic County towns, LGBR believes that a local mutual agreement should be worked out between the two townships over the usage of the equipment in the Hamilton Mall area. We suggest that an inter-local service agreement be considered for additional shared services affecting other sections of the municipality.

A review of some surrounding municipalities revealed that Egg Harbor Township had 16 pumpers for approximately 10,000 more population while Galloway Township had 15 pumpers for approximately 11,000 more citizens. Smaller Atlantic County towns closer to the shore (with the exception of Atlantic City) had no more than four pumpers in communities with populations of 12,000 to 16,000. Although these communities were generally smaller in square miles, the summer populations greatly increased to sometimes three times the year round census. Based on these figures and data estimated by the NFPA handbook, the township should deplete their pumper capacity by four, bringing their net pumpers to 10 overall. In addition, we believe the township needs to assess the liabilities of the community to determine where the most equipment is needed and where its most valuable assets should be located.

Only the Mays Landing Fire Company provided a list of equipment currently in use on their fire trucks and rescue vehicles. Some of the other companies did provide LGBR with a breakdown of operating expenses over the last year. Vehicles most recently obtained can sometimes be equipped with items from an older truck. Although this may affect the trade-in value of the older truck, we believe the savings on new purchases could be quite significant.

According to information provided by the New Jersey Department of Community Affairs, Fire Safety Division, all volunteer service organizations are offered the opportunity to participate in a **Volunteer Emergency Service Organization Loan Program** made available through DCA. This program provides loan assistance to organizations wishing to purchase equipment and or complete facility construction at loan rates of 2% annually. The loan can be used for equipment replacement, vehicle purchase, and building restoration. The maximum amount available under this program is \$50,000.

Recommendations:

It is recommended that the township pursue low cost loans for equipment and building restoration through the Volunteer Emergency Service Organization Loan Program. LGBR suggests the companies seek to use this money immediately to upgrade their reporting and communication capability.

Revenue Enhancement: \$50,000

It is further recommended that the township reduce the size of the fire equipment by four pumpers. If sold, the approximate value could be \$50,000, based on the truck without equipment.

Revenue Enhancement: \$50,000

It is also recommended that the township initiate a mutual aid assistance policy with both Egg Harbor Township and Richland. As stated above, the purchase of a “quint” appears to be an unnecessary expenditure of taxpayer dollars. If needed, establish an inter-local service agreement with Egg Harbor Township to use their new ladder truck to cover the Hamilton Mall area.

Cost Avoidance: \$550,000

Personnel/Emergency Advisory Board

At the time of our review, the township had established an emergency advisory board to attempt to consolidate the requests for funding from all five companies. The board is comprised of the fire chief or the chief’s designee in each of the five firehouses, the chief of the dive team (housed in the Mays Landing Station), the emergency management coordinator (presently the police chief), the township committee liaison to public safety, and up to three residents of the township. The board would assess the requisite needs of the township regarding the provision of emergency services, including apparatus, equipment, standard operating procedures, budget and manpower.

The team attended one of its meetings and found it to be very interesting. Although relatively new, the board had yet to appoint any residents as the ordinance suggests. It appeared to meet to discuss budget needs, equipment, and building problems. A chairman was selected to meet with the township to discuss overall budget amounts and township priorities. While the board is an appropriate place to discuss budget issues, we found it lacking in accountability and citizen participation. Since the ordinance calls for up to three resident participants, we suggest that these seats be filled immediately. Attendance by the appropriate township official would greatly assist in planning for expenditures. In reality, the board was replacing the five chiefs by bringing in only one chief to lead budget discussions. This has helped to improve communications and efficiency somewhat, but much improvement in this process still needs to occur.

Accountability, contributions, location, response, equipment, and development all are important issues impacting the delivery of emergency services to the residents of the township. We have analyzed the possibility of creating a paid fire chief to represent all the companies. However, tradition and history would probably make this scenario difficult to implement, at best. Instead, the township may consider having, as part of its staff, a coordinator of fire and rescue operations.

This person would act as an unbiased, experienced fire administrator to oversee both the rescue squads and the volunteer fire departments. Despite the added costs of a new township position, the experience and leadership provided by the position is necessary to define and implement the role of fire and rescue in this growing community, would greatly improve accountability, efficiencies and, ultimately, the costs of providing this service to the residents. This person should have strong emergency background experience, and the skills necessary to plan, direct, prioritize and negotiate the needs and services of the individual fire companies and rescue squads. The position cost for salary and benefits is approximately \$50,000, with short and long term cost savings realized through the elimination of duplication, and coordination of resources and personnel. Operational duties would remain with the individual fire companies and rescue squads, but coordination, accountability, equipment, mutual aid, location, procedure and budgeting would be administered by the coordinator.

Recommendations:

It is recommended that the township fill the three citizen seats on the emergency advisory board and encourage township committee participation.

It is further recommended that the township establish the position of coordinator of fire and rescue to represent township needs in the fire and rescue departments.

Value Added Expense: \$50,000

The Township of Hamilton has provided aid to each of the five fire companies.

Company	1997	1998	1999	2000
Cologne	\$18,375	\$20,175	\$20,175	\$23,625
Laureldale	\$18,375	\$20,175	\$23,300	\$23,625
Mays Landing	\$21,500	\$23,300	\$23,300	\$23,625
Mizpah	\$18,375	\$20,175	\$20,175	\$23,625
Weymouth	\$18,375	\$20,175	\$20,175	\$23,625
Totals	\$95,000	\$104,000	\$107,125	\$118,125

In addition to these figures, the township also pays rent in the amount of \$45,000 equally distributed among the five houses. Also, the township budgeted \$40,000 for equipment maintenance in 1999, and these costs were overspent by approximately \$2,700. In total, the township spent about \$37,855 per house in 1999 or approximately \$7,855 higher than those dollars contributed as a direct contribution. LGBR that recommends the township return to a direct contribution of \$30,000 in accordance with the requirements of N.J.S.A. 40A:14-34, saving the community \$39,275 a year in direct contributions. (LGBR understands the statute permits "...such additional sums as it may deem necessary for the purchase of fire equipment, supplies, and equipment...") Budget cost allocations to the fire department actually run much higher as seen in the 1999 budget where hose testing, ladder testing, air pack testing, training,

and consultant work added an additional \$15,100 based on city owned equipment meeting certification standards. This figure does not include equipment maintenance since exact data on purchasing was not made available.

Capital expenditures in 1999 amounted to \$722,000 among all five companies (inclusive of the rescue squad) with the purchase of two new trucks. A look at capital costs over the last few years indicates the following expenditures:

Year	Total Budgeted Amount
1997	\$65,850
1998	\$805,000
1999	\$1,003,000
2000	\$442,775
Total	\$2,316,625

Only roads and some aspects of recreation have cost the township this much capital over the last few years. As a result, the township continues to bond for these purchases costing the taxpayer additional interest and the costs of borrowing. A long-term replacement plan and conservative purchases of emergency vehicles could help reduce these costs significantly.

If the budget permits, the township could establish a replacement fund designed to provide immediate cash for major capital costs for both fire and rescue, avoiding the costs of borrowing. Combined with refurbishing, rescue squad billing, and a conservative fire and rescue coordinator, it is possible the township could set aside \$150,000 annually for replacement vehicle costs, creating a fund of some \$750,000 over a five year period. This estimate is based on both rescue and fire vehicles and life expectancy into the 20-year span as suggested by the NFPA handbook. Although this would permit the town to purchase some emergency vehicles, much tighter control would be needed to avoid additional purchases.

Recommendation:

It is recommended that direct aid to the fire companies be reduced to \$30,000 each in accordance with N.J.S.A. 40A:14-34, with savings of \$39,275.

It is further recommended that the township establish a long-term capital replacement fund for the purchasing of emergency equipment as long as cash flow permits. Discontinue the practice of bonding all purchases with little decision making and research by employing a township official to review needs in conjunction with individual chiefs.

Permit the coordinator of fire and rescue to determine the need for either new, refurbished or used equipment and where it should be housed. There will be significant savings to the taxpayer by avoiding duplication of acquisition of equipment, and using the “pay as you go” method of financing future equipment needs, avoiding the costs of bonding and debt issuance. This is contingent on adequate cash flow.

Cost Savings: \$39,275

EMERGENCY RESCUE SERVICES

Hamilton Township is served by two rescue companies, with a total of 42 volunteers between them. Mays Landing Rescue is located on Route 50, close to the municipal building, serving most of the Mays Landing community. The Weymouth Rescue squad is located on Route 322 in the western section of the community. At the time of the LGBR review, the two rescue squads were in the process of becoming one. However, this action had yet to be finalized. As with the fire companies, these squads are incorporated separately and own its own buildings. The township also had employed nine part-time EMT's to supplement the volunteer work force.

We attempted to obtain its CAD record of runs in 1999. Information supplied by the CAD was poor. It did not identify the type of call, the response time, or any other pertinent information concerning the ambulance request. LGBR must again reiterate the need for a better CAD system to monitor emergency activity in the township. According to records maintained by the companies themselves, the squads responded to 1,162 runs from the Mays Landing facility and 464 from the Weymouth Rescue squad.

Billing/Volunteers

At the time of the review, the two squads were seriously considering billing patients to generate some income for their runs. This had not been implemented while we were there, but we do recommend that the companies give this idea some serious consideration. In Hamilton Township, mobile intensive care services were provided by Virtua Health Systems coming from Atlantic City Medical Center, which was some distance to many points in Hamilton Township. Virtua was already billing MICU costs in the township.

Based on previous reports and statistics accumulated by LGBR, the rescue services should not anticipate large amounts of revenue from all their runs. Rather, our review team looked at a very conservative number of only half of its runs to determine those runs which might be billed. In this instance, 813 runs or half of its calls was used to determine one of the numbers. While certain towns had estimated its charge to be as much as \$350 a run, LGBR again used a conservative number of \$120 reimbursement from insurance companies rather than \$350.

Using the numbers mentioned above, the team determined that the squads could receive as much as \$97,560 annually based on runs provided by the squads for 1999. LGBR subtracted 8% for vendor cost bringing cash revenues to \$89,756. In addition, the number is again reduced by employee cost of approximately \$30,416. This lowers the amount of realized income to approximately \$59,340 per year. Using the conservative number already established, LGBR estimates that the township is spending approximately \$300 per run, if billed. If indeed the squads do not pursue billing, costs would average \$410 a run. LGBR was not given data to determine refusal rates, IHOPS, or other services provided by the ambulance corps. However, the 813 runs might reflect real transport activity, having looked at other communities and considering the issue of billing already undertaken by the MICU. Costs included operating expenses, salary and wages, and capital costs.

Recommendation:

We strongly encourage the rescue squads to consolidate. This would avoid duplicative administrative and equipment expenses and better coordination of rescue services in the township.

As stated in previous recommendations, the township needs to give serious consideration to an improvement to the CAD system and dispatch information.

The township should take the necessary steps to implement a billing system to add revenues of approximately \$59,340 per year. The township should also carefully research state statute as it affects volunteer squads upon the assumption of billing. Insure all procedures and state certifications are reviewed regarding fees and inspections, as well as EMT certification.

The township could consider use of the squad for non-emergency transport and its effect on the squad availability. Implement a long-term equipment replacement plan using some of the money generated through revenue to reduce township costs.

Billing of services for EMS deserves the attention of the township and taxpayer. Any letter directed to citizens should be well written and explain the need for billing and township participation. Annual letters now written for donations must be re-written carefully to avoid misunderstandings.

Cost Savings: \$59,340

Volunteers/Personnel

At the time of our review, the two squads were organized under two chief EMT's in their dual locations. Weymouth had ten volunteers, although only six of them had their EMT certification. Mays Landing had 32 volunteers; 26 of those volunteers were EMT certified. Actual coverage during the day had dropped to only five or six people, but these were now being supplemented by the nine part-time township employees. The combination of part volunteer/part paid system (a hybrid system) seemed to be working appropriately.

We did note a control problem with the paid employees. During our stay in Hamilton, it was quite obvious there was little to no supervision of the employees. According to policy, the squad was to remain at the municipal building with an ambulance during the day. At times, the paid squad would return to headquarters to do maintenance or supply work. We had difficulty in locating the squad from time to time and had difficulty in obtaining attendance records or determining how they were maintained.

There are a number of issues that could affect the EMS services in the near future that might be resolved by hiring a full-time fire and rescue coordinator. As suggested in the fire section of this report, the township should give serious consideration to the development of a full-time coordinator of fire and rescue, with duties evenly split between fire and rescue. The following matters deserve full-time administrative oversight.

- Billing as it affects township contributions, capital investment, employees, and response.
- Supervision of the paid squad as it applies to attendance, certification, liability, training, advancement, and cooperation with other organizations.
- Coverage of both houses in the township.
- Equipment purchases and liaison activity with the fire department.
- Budget preparation from the township perspective and contributions required.
- Direct participation with incorporated squads to insure prompt, courteous, safe, and efficient coverage at the best cost.
- Background and research needed to stay in the forefront of EMS coverage, including, meeting State guidelines and ensuring proper certifications, if indeed, the squads participate in a “billing” mode.
- Review third party billing activity, assuming the squads contract for these services.
- Oversee complaints from customers, hospitals, insurance companies.
- Prepare standard operating procedures for both houses to insure a degree of competent service from both houses.

Some of the cost associated with this position, as stipulated earlier in the fire section, could be offset by a portion of the revenues raised through billing, by a mutual understanding with the volunteer squads. Possibly \$10,000 of the fees generated could be appropriated to reduce the taxpayer costs, bringing the EMS side of costs to the taxpayer down to \$15,000. (Of course the remainder of the cost associated with fire would be at taxpayer expense. However, LGBR believes those costs could be significantly diminished by a reduction in township contributions.)

Recommendation:

The previously recommended coordinator of fire and rescue would assume the administrative duties outlined above. Revenue from billing could cover about \$10,000 of the salary and benefit costs. Operational duties would fall under the consolidated rescue squad, with administrative oversight provided by the coordinator.

It is also recommended that training is provided for all members to be EMT certified as soon as possible.

The township, assisted by the coordinator, should develop a strategy to meet state guidelines and incorporate the paid squads into the volunteer organization.

Cost Savings: \$10,000

Response, Equipment and Finance

The team was not given response times for the rescue squads, despite repeated requests. According to interviews, the muster time for volunteers was about six minutes. No attempt was made to determine actual response time, although LGBR did monitor some activity during our stay in Hamilton Township. Since these were daytime responses, all those monitored fell within 10 minutes.

LGBR did note some duplication in response, which was attributable to both volunteer and paid response. There appeared to be a need to improve dispatch services to avoid unnecessary duplication of equipment responding. There were at least two occasions that LGBR monitored where two ambulances responded to a scene involving a single individual.

Standard operating procedures and clear dispatch information could have negated the need for additional equipment. This generally should not be a problem, but LGBR believed it should be mentioned to reduce maintenance and miles, where they might not be necessary.

Recommendation:

Establish a CAD capable of defining running time.

Reduce duplicate equipment response where possible and, as a result, lower mileage demands on the vehicles.

Equipment & Finance

According to interviews held with both chiefs, the squads had eight ambulances, three sets of jaws, and four defibrillators. In addition, each house had a car assigned to the chief. Per our interviews, the Mays Landing squad had four ambulances, ranging in age from four to 10 years. They also had a Vermont Fire Rescue truck from 1997. At the time of our review, the Mays Landing squad had just received four new 4-wheel drive suburbans. The Weymouth squad had four ambulances ranging in age from one year to ten years. The Weymouth squad covered almost the entire western half of the community, incorporating some 40 to 50 square miles of road and river. The Mays Landing squad covered all of the central community and all sections of newer developments along the eastern sections of 322 and the Mays Landing – Somers Point Road. Since the community is over 115 square miles, this squad covered the remainder of those miles.

The squads in 1999 were granted \$44,270 in operating expenditures and \$259,000 in capital improvements. Prior years indicated normal capital expenditures amounted to approximately \$100,000 between both squads. The volunteer squads had purchased two 4-wheel drive suburbans and one new ambulance.

The team spent quite a few hours combing the township for both fire and emergency response. The team did manage to visit some areas of the community where roads were poorly constructed, and access was poor but, during our stay, we did not see the ambulance come to an area which it could not traverse. This is not to say it did not occur, but we could question the need for two suburbans. It would appear the town did have other 4-wheel drive vehicles which could be used in an extreme emergency across the township. Since other communities also have 4-wheel drive capacity, we believe this purchase was completed without background research needed to justify its costs.

As part of the \$259,000, the township purchased a new ambulance for Weymouth and two new suburbans for Mays Landing. As discussed earlier, one of the suburbans could represent excessive purchasing. The equipment discussed gives the township wide ambulance coverage.

Future purchases of ambulances should be carefully defined and restricted. Refurbishing of ambulance bodies can be done for about \$60,000 to \$75,000 without the purchase of a brand new vehicle, with the potential for savings to be in the area of \$40,000 per vehicle, as compared to vehicles refurbished by UMDNJ in Newark. Total ambulances in the township are high. Washington Township had six ambulances in a town with twice the population; Ocean City had five ambulances with the same yearly populations but nearly seven times more during the summer. Salem City had two ambulances for half of the same population.

Operating costs of \$44,270 were paid mostly to vendors to maintain equipment already purchased and to buy replacement equipment for some of the vehicles. Some vehicle maintenance could be done by the department of public works, saving possibly 15% of the costs currently associated with outside repairs. This would amount to savings of approximately \$6,640.

N.J.S.A. 40:5-2 permits municipalities to provide contributions of not more than \$35,000 annually to any volunteer rescue squad. It also provides that municipalities may provide an additional amount of not more than \$35,000 annually under circumstances in which the need for such additional financial assistance is demonstrated by the rescue squad. It further requires that whenever the total municipal contribution to a rescue squad exceeds \$35,000, the rescue squad must provide the chief financial officer of the municipality with an audit performed by a certified public accountant or registered municipal accountant. Finally, it provides that a municipality may appropriate additional sums as necessary to purchase vehicles, equipment, supplies and materials for use of the rescue squad, provided that the title to such vehicles, equipment, supplies and materials remain with the municipality and the funds are controlled and disbursed by the municipality.

Recommendations:

It is recommended the township reduce ambulances to six vehicles, plus rescue and one suburban. Do not replace existing vehicles simply to retain total units.

It is further recommended the township and its attorney review the manner in which, and the extent to which, the township provides financial support to these volunteer rescue squads to ensure that the township's actions comply with the requirements of N.J.S.A. 40:5-2.

Combine squads with a maximum contribution of \$35,000 per house and require an annual audit of all volunteer and/or part paid squads. Save approximately \$9,000 in operating expense contributions.

Have routine vehicle maintenance done at the public works facility, with a possible savings of \$6,640.

Replace ambulance box at a refurbished rate of approximately \$60,000, saving an estimated \$40,000 to \$65,000 per vehicle.

Coordinate use of ambulance vehicles with fire company houses to provide better geographical coverage of this large jurisdiction. (LGBR would suggest the township give serious consideration to combining both squad houses for purposes of equipment only and permit the volunteer squad to determine the future of the Weymouth Rescue Squad building should the town decide to use firehouses.)

Research major capital expenditures via the coordinator for fire and rescue to avoid duplicate purchases, such as the jaws of life and 4-wheel drive vehicles. Permit the coordinator to establish a network of 4-wheel drive volunteers which could transport seriously ill patients to area hospitals in extreme emergencies.

Cost Savings: \$105,640

Emergency Service Advisory Board

The township authorized the creation of this advisory board to determine the needs of the voluntary emergency services as discussed in the fire section of this report. We were disappointed to learn that the volunteer rescue squads were not represented on this board. Since the township now has some paid staff and continues to render financial assistance to the squads, these two volunteer organizations should be represented on this board, as are the fire companies.

Recommendation:

It is recommended the township amend the advisory board ordinance to include two members from the volunteer rescue squads to the emergency advisory board. The proposed coordinator of fire and rescue should chair this board.

PLANNING AND ZONING

Hamilton Township has both a planning and zoning board provided by ordinance. As mentioned previously, the township is undergoing sustained growth as a result of the advent of casino gambling in Atlantic City, and the designation as a Regional Growth Area by the Pinelands Commission. In 1987, the eastern section of the township saw the construction of the 1.3 million square foot Hamilton Mall on Route 322. The following years saw the additional growth of commercial development, such as the Festival at Hamilton and the Wrangleboro Mall. Residential development has also grown significantly, impacting the number of applications for the planning and zoning boards. With growth in the residential sector came growth in the school population. Building permits went from 749 in 1994 to 1,069 in 1997. Future development plans include a multiplex theater and additional retail space. Wheaton Plastics, once the largest

employer in the area, has been overtaken by such companies as Wal-Mart, Macy's, Sears, J.C. Penney, and Acme Markets. Population growth numbers suggest 17,000 residents in 1996, but this number is estimated to be low, based on real growth as evidenced in newer housing developments, apartment complexes and pupil registration. All of these factors indicate a busy role for both the planning and zoning boards.

The planning department is staffed with an administrator and a clerk, for combined salary and benefit costs of \$80,318. The planning board meets once a month, with a solicitor and the administrator in attendance. The zoning board is comprised of a zoning officer, a clerk, and a solicitor, who also enjoys payroll status. Zoning board costs for personnel are \$89,956 for the year 1999. At the time of the review, there was one engineer for both boards. In addition, the township also retained the services of a traffic engineer and lighting engineer to assist with major commercial developments. At the time of our review, LGBR was provided with the following information relating to activity in the zoning office from 1996:

Zoning Office Activity 1996-1999

Year	Use Var.	Site Plans	Sub – Div.	Bulk Var.	Street Var.	Fence Height	Interp.	Ext. Appr.	Cert. App.
1996	15	20	4	32	3	2	2	1	0
1997	10	8	2	20	2	1	1	1	2
1998	6	8	0	19	4	3	0	0	0
1999	13	5	0	23	3	2	1	1	0
Totals	44	41	6	94	12	8	4	3	2

The following data illustrates the activity in the planning office for the years 1996 through 1999:

Planning Department

Year	Subdivision	Site Plans
1996	6	11
1997	8	15
1998	8	17
1999	10	15
Totals	32	58

The information supplied above shows a great deal of work accomplished by both boards over the last three years, in an area of Atlantic County greatly affected by the casino industry.

Professional Costs

The township has spent significant dollars in both legal and engineering services. Analysis for legal services over the last three years reveal the following costs:

Planning Board Solicitor

Year	Expenditure
1997	\$31,559
1998	\$23,030
1999	\$23,253
Totals	\$77,842

Zoning Board Solicitor

Year	Expenditure
1997	
1998	
1999	*\$7,425
Totals	\$7,425

**LGBR was not given access to voucher records over the two previous years. The zoning solicitor was paid through the payroll process in Hamilton Township and was in the pension system raising the total position value to \$7,042. The amount placed in the table above reflects his salary of \$6,250 plus billing of \$1,175. In effect, the township incurred costs of \$8,217 for this position in 1999.*

LGBR was advised that one engineer represented both the planning and zoning boards. These costs over the last three years are reflected in the following table:

Year	Expenditure
1997	\$74,130
1998	\$75,255
1999	\$64,834
Totals	\$214,219

Based on comparisons with other communities, the costs associated with the engineer appears high. In addition, the township had created an ordinance designed to protect the township prior to the issuance of certificates of occupancy. This ordinance, as discussed in other sections of this report, enabled the zoning officer to sign off on all planning and zoning issues prior to the issuance of a certificate of occupancy. The construction official was thus restricted in his ability to issue regular CO's, even if the building was complete. The construction official would then issue a temporary certificate pending final approval by the zoning officer.

In looking at the planning administrator and zoning officer positions to determine their real duties and responsibilities, we determined that the position value was \$103,933. Discussions with officials, the two administrators, and other office personnel determined that the township had permitted these once assistant-level positions to become highly technical advisory positions to both the client and the township committee. We also discovered that the zoning officer rarely visited sites during our review period. The zoning officer permitted the local engineers to make

visits to sites to enable the zoning officer/and or engineer to sign off for the certificate of occupancy approval. This process had permitted over two years of temporary certificates to accumulate in the construction official's office and, also, permitted developers to occupy buildings despite the lack of a permanent CO.

We discussed the role of the zoning officer with the township administrator and determined that the position should be more site oriented, leaving paperwork and client contact to clerical support in both planning and zoning. It appeared the township was expending costs of approximately \$52,000 for a zoning officer who required the work of the zoning board engineer to meet his statutory obligations. While LGBR is aware of some of the massive types of development occurring in the township, it is also aware of the more routine examples of variances and site plans granted through the township zoning office on a regular basis. We suggest about 40% of the costs assigned to the engineer could be returned to the zoning officer if the township ordinance were amended to redefine the role of the zoning officer in the more routine areas of site plan adoption and variance requests. LGBR believes that the vouchering of the engineer for \$125,000 might be a more realistic figure if routine zoning decisions rested with a qualified, competent officer, rather than the engineer. Such a role change would also result in a productivity enhancement in the zoning office, increasing both the effectiveness of the clerk, as well as, the zoning officer himself and, possibly reducing the need to bring the engineer into every site plan approval.

Recommendation:

It is recommended that the township amend the current ordinance affecting the issuance of certificate of occupancy involving the zoning officer. Require the zoning officer to visit sites to determine compliance and approvals rather than voucher the zoning board engineer. User fee costs could be reduced by as much as \$85,000.

Require the zoning officer to make site visits with the engineer on major developments to acquaint the zoning officer with real issues at large commercial sites.

Remove clerical support functions entirely from the zoning officer. Establish, if necessary, a schedule for the zoning officer to meet with developers, landlords, business owners, and residents to discuss zoning issues of a technical nature while he is doing site analysis in the field.

Shorten zoning meetings and enhance the duties of the clerical support to produce greater productivity and move agenda items to completion, rather than wait for engineering to make all necessary decisions especially during the completion of projects.

Cost Savings: \$85,000

Escrows

According to figures provided by the planning office, the following amounts were funded by escrow fees for 1998 and 1999:

Year	Escrow Balance
1998	\$376,680
1999	\$317,659

Deposits for 1999 were \$430,000, with disbursements of \$422,000, showing a healthy trend on the positive side of collections. Disbursements in 1998 were approximately \$58,955 short of collections. However, balance activity continued on the positive side of the ledger. The ordinance for administrative fees and escrow deposits was amended in 1997, and LGBR believes those current charges are adequate to cover current professional fees, especially if the zoning officer assumes additional professional and technical responsibilities.

Planning Administration

Currently, the planning office has an administrator who is not a professional planner but, who has amassed considerable knowledge and background over the years. However, a community with the growth potential and sensitive environmental issues of the township deserves a full-time professional. The team notes that the township does not employ an economic development coordinator. The township faces great pressures to develop while meeting its obligations to the Pinelands, CAFRA, and Wild and Scenic Rivers designations. These are not simple issues and necessitate a full-time presence to develop and plan with township officials on a full-time basis. While we understand the desire of the township to reduce costs, we expect that costs controlled through the reorganization of the zoning office could actually help to fund this position.

The proposed economic development coordinator should work closely with the township administrator and the Hamilton Township Industrial Commission. The economic development coordinator should have a strong background in planning. It is estimated that an experienced coordinator could be hired for \$40,000 plus \$12,000 in benefits. The township's 2000 tax rate is \$2.781/\$100 assessed value. At that rate, a coordinator who successfully increased tax rates at the Business Park 2% per year, would generate \$52,300 in new tax revenues alone in his first year. Additionally, the township would have benefited by the sale of land, and increased jobs.

Recommendation:

We recommend that the township reorganize planning administration by hiring a full-time economic development coordinator as the administrator of the planning and zoning department. This would necessitate a return by the administrator currently assigned to planning to an assistant role. Through attrition, this would result in a 10% reduction in the overall position or \$5,200. As department head, place all boards including zoning and planning and its employees under the supervision of the township economic development coordinator.

Establish liaison roles with Pinelands, CAFRA, and the Army Corps of Engineers, as well as DEP.

**Cost Savings: \$5,200
Value Added Expense: \$52,000
Revenue Enhancement: \$52,300**

Master Plan

Hamilton Township reexamined their Master Plan in 1999 as required by statute and determined there were significant factors affecting growth in the township. The report summarizes these areas as:

- Creating a Village Commercial District.
- The Mizpah Neighborhood Commercial District was expanded to provide more economic development in that area of the Township. It still awaits Pinelands Approval.
- A small design commercial zone established in areas along Route 40 was “flip-flopped” to accommodate other areas rather than the residential zone.
- The boundaries of the Pinelands Commercial Zone were changed. These changes will be acted upon by the township committee since they are requested by the Pinelands Commission.

Historic Preservation

The area of Mays Landing seems to generate immediate interest in Historic Preservation. LGBR did meet with members of the **Historic Preservation Commission** to obtain their views on development. Although sometimes at odds with other township officials, it would appear the current commission has been responsive to community desires to maintain the old while trying to adapt to meet current building and code requirements. We looked at its impact on development and its impact on costs and the construction office. Certain areas of concern were noticed. Commission members feel they needed additional resources to identify historic trust fund monies from both the state and private resources as well as Atlantic County. Efforts to maintain buildings in Mays Landing proper seemed to be working, as evidenced by much of the construction surrounding newer county buildings found throughout the town. Although viewed by some citizens as obstructive, the township has done what they believe is the right thing by creating the commission and maintaining some of Hamilton Township’s most important past.

Environmental Commission

The **environmental commission**, as established by the township committee, also addressed some of the concerns identified in the Master Plan such as sensitive areas, growth, river protection, and water quality. Also issues involving recycling and solid waste were discussed by this commission. A thorough discussion of the duties performed by the environmental officer will be discussed elsewhere in this report. Current sewer capacity is discussed in this report indicating the capability to continue with planned residential growth. Vacant land amounted to 27,663 (42% of total township land) acres, much of it under pinelands guidelines. A survey conducted by the township indicates the residents’ desire to maintain the rural quality of life.

Recommendation:

It is recommended the township continue to assess the need to upgrade and maintain housing. It is further recommended that the township continue to support the Historic Preservation Commission and the Environmental Commission as a way for government to provide oversight to growth. Provide an atmosphere to assist with grant monies and applications to expand the role of the Historic Preservation Commission.

Density Transfer

Hamilton Township has provided an avenue of development under a program approved by the zoning adjustment board, which provides additional opportunities to develop properties in areas where land use would not have been approved. The township identifies this program as a **Density Transfer**. Land use in certain areas of the township is restricted by ordinance and zoning regulations. A zoning variance may be sought where land use parcels are too small to permit increased growth due to lot size. This variance seeks to permit landowners the privilege to develop the land if additional land is purchased to equal the amount of land necessary to build.

The township, over the years, has acquired various pieces of property throughout Hamilton Township through tax sales. These properties are normally inaccessible and sometimes result in poor tax collection or no tax collection. The township has acquired these properties when taxes are not paid. With the purchase, the property is removed from the tax rolls and becomes township owned. The township normally has little maintenance costs for these properties and often finds the properties are almost entirely land locked and sometimes inaccessible via normal transportation methods.

It is these properties that are made available to landowners to purchase to obtain the right to build on previously non-buildable sites. This land purchase program permits the owner to meet the lot size by variance by acquiring additional land elsewhere within the township and placing the land obtained back on the tax rolls. The township does require the purchaser to place deed restrictions on the property, preventing further development while permitting some activities to take place on the property, such as, hunting or fishing.

We think this program is a plus for the township. It permits property to be placed back on the tax rolls. It obtains a one-time infusion of cash to obtain the property. And finally, it permits growth, in limited amounts, to continue where the zoning board deems it appropriate. As a conservation method, it encourages the township to keep property that normally would have remained undeveloped in that same state via deed restrictions.

We commend the township for its creative and aggressive role in placing untaxed property back on the tax rolls.

Pinelands Development Credits

Hamilton Township is also part of a program involving **Pinelands Development Credits** by virtue of its location within the Pinelands District. This program is not administered by Hamilton Township; rather the New Jersey State Pinelands Commission operates this program to retain agricultural development within the Pinelands and enable growth areas to expand despite their limited space. The commission permits farms to be purchased under this program to maintain open space within the Pinelands and preserve farms and create development credits to be purchased by developers who wish to expand growth in the Pinelands restricted growth areas. These Pinelands Development Credits can then be purchased following farm preservation efforts to permit some additional growth in areas that would not have permitted such growth. Hamilton Township has seen some of this activity in its mall and retail area.

Under this type of expansion, the township is provided with Pinelands permission and approval to expand certain growth areas where Pinelands Credits have been purchased. The farms purchased under this plan only need to be within the Pinelands established areas. Thus, Hamilton Township farms are not necessarily part of this program unless the owners wish to participate.

LGBR determined that this land usage needed to be explained to illustrate the types of land use development sometimes used in a Pinelands community such as Hamilton Township. LGBR also wanted to illustrate the need the township may have to employ a professional to understand and work with these various programs as they affect the township now and in the future.

Recommendation:

LGBR understands the pressures of development in Hamilton Township and its conservative approach to addressing these needs, especially in light of sensitive environmental issues. We suggest that the creation of the professional planner position as previously recommended would assist greatly in future land use planning and development.

LGBR commends the township for its willingness to work with the Pinelands Commission and provide a “sounding board” for Pinelands constraints.

INDUSTRIAL COMMISSION

The Hamilton Township Industrial Commission was established by ordinance pursuant to N.J.S.A. 40:55B. In authorizing creation of such commissions, the state legislature found the need for municipalities to study, proactively, their position in the industrial structure of the county, and mobilize their resources to address industrial needs unique to themselves. In 1978, the commission acquired 690 acres of land on Route 40 within township boundaries, and established the Hamilton Business Park. The commission’s mission is to act as the engine that drives the township’s efforts to industrialize, by selling both business park and privately owned property to industrial purchasers, thus creating new jobs. The most recent data provided that reflects the extent to which the commission has achieved that goal was dated November, 1997. The table below shows that data.

Statistics for Hamilton Business Park as of November 24, 1997			
	Private	Public	Total
Number of Employers	15	10	25
Number of Employees	645	665	1,310
Estimated Payroll	\$16,125,000	\$16,625,000	\$32,750,000
Number of Developed Lot	16	15	31
Number of Undeveloped Lots	17	87	104
Assessed Valuation of Developed Lots	\$16,059,000	\$63,247,600	\$79,306,600
Assessed Valuation of Undeveloped Lots	\$809,100	\$11,272,600	\$12,081,700
Total Assessed Value	\$16,868,100	\$74,520,200	\$91,388,300

The commission consists of seven members, one of whom is elected by the others to be chairman. There is no paid staff. Contracts have been entered with a communications consultant to market, and a realty firm to show and sell, business park property. In 1999, out of an OE budget of \$54,720, the sum of \$29,294 was spent on the communications consultant. The chairman of the commission, who has held the position since early 1970's, was interviewed by LGBR.

The municipal code provides that the commission will operate according to by-laws, and will make annual reports to the township committee. Neither has been done. According to the chairman, sales of property in the business park have contributed substantially to the township general fund. Although the purpose of the commission is to create jobs rather than revenues, the revenues have been significant nonetheless. Additionally, tax revenues are significant, with tax ratables in the park amounting to \$91,388,300.

The chairman of the commission, who is a former member of the township committee himself, understands the practical problems that face the committee members. Nonetheless, he perceives an unfortunate lack of support by the committee over the years, whether dominated by one political party or the other. It is suggested that a tool at his disposal to improve the committee's appreciation for the achievements and problems of the commission is to file the required annual reports.

Recommendation:

It is recommended the commission file an annual report with the township committee, setting forth in detail the commission's operations and transactions for the preceding 12 months, and that a copy of the report be filed in the office of the municipal clerk, all as required by ordinance.

The commission has no paid employees. Its total budget of \$61,720 in 2000 is appropriated for other expenses. Services as secretary to the commission are provided by the planning board administrator but, by statute and ordinance, she cannot be paid other than her regular compensation as employee of the township. Also by statute and ordinance, the township solicitor acts as commission counsel, and the township engineer as its engineer. As indicated in other parts of this report, the township is fortunate to have talented and dedicated volunteers. Commission members are not paid. The team was impressed, however, by the work performed, particularly by the chairman. The chairman has a background in the electric power industry. Over the years, his employer encouraged his work as chairman of the commission by permitting a good deal of flexibility with regard to time to attend to commission business. Now retired, the chairman maintains a good network of associates, and enjoys credibility with industrial executives. He has utilized those assets in marketing the business park and private industry in the township.

We applaud the chairman for his considerable efforts on behalf of the township.

COMMUNITY EDUCATION/RECREATION

The community education/recreation department (CER) oversees the recreation program of the township. It is led by a full-time director, who reports to the administrator. Its programs are financed in part by the township, in part by a dedicated trust fund into which earned revenues are placed, in part by three groups of volunteers, and in part by private donations.

Budget

Budgeted payroll and other expenses for the past three years are set out in the table bellow.

	1997	1998	1999
Salary & Wages	\$27,526	\$27,587	\$27,619
Other Expenses	\$2,655	\$6,200	\$9,150
Total	\$30,181	\$33,787	\$36,769

Those figures do not include the director's salary, nor that of his secretary, who is shared with emergency management and paid out of the budget for administration. The director's salary was paid out of the trust fund until the year 2000, when it was switched to the township-operating budget. The CER budget provides for salary and wages for part-time employees who work at the beach. It consists of six lifeguards, a head lifeguard, two beach tag inspectors, and a head beach tag inspector.

A true salary and wage figure for 1999 has been calculated as \$75,582, adding the cost of the director's salary, and half of his secretary's, to the existing figure.

Principal team sports, including baseball, softball, football, soccer, and street hockey are run by the Police Athletic League, the Mays Landing Athletic Association, or the Hamilton Township Soccer Club. Participation levels in those sports for 1999 were as follows: baseball/softball, 650; Street Hockey, 175; Football, 150; and Soccer, 700. Although the township makes no direct contribution to the support of the leagues in those sports, it maintains the facilities on which the sports are played, at great expense. A large portion of the public works budget is consumed by work on recreational facilities. In 1999, the cost in public works manpower and materials for Underhill Park, Hickory Street Soccer Facility, Knight Avenue T-ball Fields, Sears Avenue Hockey Court, Cologne Field, and Mizpah Field was \$185,270.

The combined cost of the true salary and wages, other expenses charged to recreation, and the attributable part of the public works department costs, is \$207,002. Participants in the principal team sports pay nothing to the township. They do pay the Mays Landing Athletic Association and the Hamilton Township Soccer Club, but do not pay the Police Athletic League. It is not possible for a fee structure to be established sufficient to cover those costs. However, it is inequitable to the taxpayers of the township to shoulder the burden of more than \$270,000, without any contribution to the costs by the participants in the sports using the facilities.

Recommendation:

It is recommended that participants in sports pay \$20 per sport to the township, either directly or through the association that sponsors them.

Revenue Enhancement: \$32,500

Programs

The dedicated trust fund mentioned above was created by resolution in 1989. In 1997, the township committee abolished the recreation commission, and created the present advisory board. In that same year, it amended the dedicated fund resolution, expanding its purpose from recreation only to recreation and education. At that time, they also hired a community education/recreation director.

Participants in the programs outside the major sports pay fees to the township. In 1999, those fees totaled \$56,133. In 1998, it was \$123,504. In 1997, it was \$103,887. The reason for the sharp reduction in revenues in 1999 was that an expensive program, called Lenape Camp, was dropped. It was a Day Care camp located at privately owned Lenape Beach. Although it generated \$57,402 in revenues in 1998, it cost \$65,157. In 1997, its only profitable year, it earned \$3,539 on revenues of \$64,603.

Fees collected from participation in CER's programs are deposited in the Recreation Dedicated Trust Fund. Expenses incurred in the programs, plus payroll for part-time summer employees at a beach are paid out of the fund. The programs, and their revenues and expenditures for the past three years are set out below. Although beach employees salaries are paid out of the trust fund, the revenues generated from beach tags are deposited in the township's general fund.

1999	Revenues	Expenditures	Net
Aerobics	\$9,101	(\$3,117)	\$5,984
Aqua	\$9,049	(\$4,008)	\$5,041
Gymnastics	\$5,175	(\$1,950)	\$3,225
Karate	\$8,115	\$1,527	\$9,642
Leagues	\$2,940	(\$673)	\$2,267
Miscellaneous	\$6,563	(\$11,123)	(\$4,560)
Triathlon	\$15,190	(\$11,510)	\$3,680

Total	\$56,133	(\$30,854)	\$25,279
--------------	-----------------	-------------------	-----------------

1998	Revenues	Expenditures	Net
Aerobics	\$8,363	(\$3,010)	\$5,353
Aqua	\$7,335	(\$2,860)	\$4,475
Camp	\$57,402	(\$65,157)	(\$7,755)
Karate	\$5,250	(\$1,010)	\$4,240
Leagues	\$3,005	(\$2,032)	\$973
Miscellaneous	\$4,851	(\$20,262)	(\$15,412)
Triathlon	\$15,815	(\$11,845)	\$3,970

Total	\$102,021	(\$106,176)	(\$4,155)
--------------	------------------	--------------------	------------------

1997	Revenues	Expenditures	Net
Aerobics	\$6,203	(\$2,980)	\$3,223
Camp	\$64,603	(\$61,064)	\$3,539
Tennis	\$2,905	(\$392)	\$2,513
Triathlon	\$12,834	(\$9,493)	\$3,341
Kayak	\$840	(\$575)	\$265
Volleyball	\$355	(\$120)	\$235
Miscellaneous	\$13,397	(\$35,117)	(\$21,720)
Swim/Aqua Aero	\$1,025	\$1,025	\$2,050
Karate	\$1,725	\$75	\$1,800

Total	\$103,887	(\$108,641)	(\$4,754)
--------------	------------------	--------------------	------------------

Recommendation:

It is recommended that fees charged for participating in the programs be increased by 10%.

Revenue Enhancement: \$5,613

Facilities

The township owns approximately 28 acres of improved recreational land, plus a 67-acre tract that had not yet been improved at the time of writing this report. The development of the latter tract will be curtailed by a legal problem, discussed below. The athletic and recreational facilities include: Underhill Park with baseball, softball and football fields plus two tennis courts; Hickory Street Soccer Complex; Cove Beach and Playground; Sears Avenue Hockey Court; Knight Avenue t-ball field ; Mizpah ball field; Cologne baseball and softball fields; three public parks, and various playgrounds. The cost in 1999 for manpower and materials for public works to maintain all of the facilities listed was \$268,000.

Cove Beach has 600 feet of frontage on Lake Lenape. It is open to the public from Memorial Day to Labor Day, 10:00 a.m. to 7:00 p.m. From Memorial Day until the township schools close, the beach is open only on weekends. Lifeguards are on duty from 10:00 a.m. to 7:00 p.m. Swimming is not allowed during times that they are off duty. Signs to that effect appear prominently on a tree near the entrance, and on each of three lifeguard stands.

A team member visited the beach at 1:45 p.m. during the month of June, when the beach should have been open. There were no lifeguards on duty, but the gate which controls entry was swung open and padlocked in place. Twelve cars were parked in the parking lot inside the gate and about 25 people were on the beach, with children in the water. A public works truck with two people inside was parked facing the beach. Municipal officials advised us that the gate had been opened purposefully because residents were using the beach and parking in the street outside the fenced area. They thought it was better to open the gates than to have cars parked on the street. The police were directed to ticket cars parked illegally. The team suggests for reasons of potential legal liability, the rule against using the beach at times when lifeguards are not on duty should be enforced, and the gate locked.

Beach tags are sold for \$5 a piece for everyone over three years of age. In 1999, 4,628 tags were sold, bringing revenues of \$23,140. At \$5 per tag per year, the beach tags have to be considered a bargain. A survey of the cost of beach tags for other beaches in the area revealed summer fees of \$10, \$12, and \$16. Receipts are insufficient, currently, to cover even the cost of summer time beach employees' salaries of \$28,200, and there are other expenses incurred in addition to those. The director of the community education/recreation department spends an estimated 20 – 25% of his time on beach-related matters. Public works maintains the beach throughout the year, and seven days a week from Memorial Day to Labor Day, at a cost of \$51,739. Approximately \$5,000 of that cost is for overtime for weekends and three holidays during the summer.

Currently, beach tags are numbered and a record made of the purchaser's name. Beach checkers are instructed to check numbers against names occasionally. The badge sellers are required to account for the number that have been issued to them.

Recommendation:

It is recommended the township committee pass an ordinance increasing the beach tag fee to \$10 per year. If the committee fears that an undue hardship may be imposed on some families, it might reduce the price for additional tags for members of one immediate family.

Revenue Enhancement: \$23,000

Street Hockey is played at the Sears Avenue Street Hockey rink. It is situated poorly, on two acres of land in the middle of a residential area, with barely adequate off-street parking, and no buffer between the recreation site and home sites. New rinks have been planned for the "Liepe Tract." A parcel of 67 acres of land, known as the Liepe Tract, was purchased for \$500,000 on a low-interest Green Acres loan. Additional capital funds in the amount of \$170,000 were to be made available for extensive development of the land into multiple fields and rinks. After purchase, and before development was begun, a citizen reported hearing one or more grasshopper sparrows in the overgrown vegetation on the tract. The grasshopper sparrow is on the endangered species list, and the Pinelands Commission halted development of the tract. Some degree of compromise has been reached, and the township now can build two street hockey rinks, with lights, parking, and retention basins on a small portion of the land.

Opening of the new courts would enable discontinuation of the Sears Avenue facility, which comprised two acres. According to the tax assessor, the odd shape of the lot limits its use as a buildable, and estimated the residential assessment to be approximately \$25,000. He pointed out that assessor's records indicate a deed restriction limiting its use to recreational purposes. Our subsequent examination of the 1966 deed proved that to be the case. Although the property's limited value would not recommend undertaking a lawsuit to attempt to rescind the deed restriction, it might be worth reaching out to the grantors who conveyed the property to the township. The recreational purpose to which the land was put will be met by the township on the Liepe site.

Recommendation:

It is recommended that the new street hockey rinks and related development be undertaken at the Liepe Tract as expeditiously as possible. The township should attempt to contact the grantors of the Sears Avenue land in an effort to obtain a rescission of the deed restriction. The Sears Avenue hockey rink and related facilities should be dismantled, and the land sold at auction for its best residential use.

Revenue Enhancement: \$25,000

Community Administrative Officer

From September, 1996 to September, 1998, the township and township schools shared the services of the township's CER director. They split his salary, and he split his time roughly 50-50. Part of the attractiveness of the arrangement was that the director's busiest time for the

township was during summer months, and his busiest for the schools was during the school year. Many township activities were, and are, scheduled in the schools. It was efficient having one person responsible to both entities for that.

In September, 1998, the school board withdrew from the arrangement, and utilized a gym teacher as its part-time director. In October, 1999, a full-time director was brought in. In February, 2000, the new director suddenly died. Currently, the person responsible for scheduling the use of the schools is a staff member in the office of the director of buildings and grounds.

The duties of the joint director were much the same as those now performed by the township director with respect to the schools: staffing, scheduling, publicity, registration, fundraising, and volunteer recruitment. Scheduling should be particularly efficient and productive when one person is responsible for both. Time and energy need not be expended in coordinating with a second director. He was responsible to both entities: to the school to schedule use of the facilities and to the township to schedule events for the community at the facilities. Some concern was expressed by school officials that adequate supervision was not always provided in the past, and resist entering a joint venture because of it.

Recommendation:

Services of the community administrative officer should be shared with the Hess School, combining that individual's current responsibilities with those of the school's Scheduler of School Facility Usage. Whoever provides the oversight of the use of school facilities needs to be responsible for providing supervision for school facilities, whenever the school is being used for school and community events alike.

Cost Savings: \$23,500

Use of Other Schools located in the Township

The recreation department has no indoor recreational facilities of its own. Currently, the Hess School offers the only such opportunities. Any difficulties in scheduling activities should be reduced greatly by implementation of our recommendation concerning sharing a community administrative officer. However, there are other resources that are not being used. As noted elsewhere in this report, Hamilton Township is the county seat of Atlantic County. The numerous public buildings and their occupants receive police and fire protection without paying taxes. So, too, do the regional high school, Oakcrest, and Atlantic Cape Community College. It would seem appropriate for the community college and high school to permit the township to schedule indoor recreational events in the schools' buildings.

Recommendation:

It is recommended that the business administrator approach appropriate officials at Atlantic Cape Community College, and the Oakcrest High School, to seek use of their buildings for recreation department activities of every sort.

MUNICIPAL COURT

While the team recognizes the separate authority and responsibility of the judicial branch of government, we have made the following comments and recommendations in an effort to provide the community with information on current and potential operations, procedures and programs available to the court. Recommendations were made with the knowledge that further review and approval will be required by appropriate judiciary personnel.

General

The municipal court has one judge, one director, one court administrator, two deputy administrators, and three clerks. The judge is part-time. All the others are full-time. There are also a part-time prosecutor and part-time public defender. The judge, director, administrator, and prosecutor were interviewed by the team.

The courtroom is located at the town hall, readily accessible to the police department. Prisoners are easily transported between the department and the court. The courtroom is modern and commodious, seating 300 people, which is sufficient to seat defendants, lawyers, and the general public. The prosecutor has a separate office, which provides privacy, and accommodates plea-bargaining.

In 1997, the township paid \$250,671 in salary and wages, and \$101,802 in other expenses, for a total of \$352,473. The court disbursed \$626,866 to the township, for a positive cash flow of \$274,393.

In 1998, the township paid \$260,262 in salary and wages, and \$100,879 in other expenses, for a total of \$361,141. The court disbursed \$718,582 to the township, for a positive cash flow of \$357,441.

In 1999, the township paid \$275,207 in salary and wages, and \$104,296 in other expenses, for a total of \$379,503. The court disbursed \$830,912 to the township, for a positive cash flow of \$451,409.

Staffing

The court's seven full-time personnel work 4 days a week, 8 and $\frac{3}{4}$ hours a day. The sessions begin at 9 a.m., 10 a.m., 1 p.m., or 4:30 p.m., depending on the day of the week. In a four-week cycle, three weeks have five sessions, and one has six. The court handles a large volume of cases, and appears to do so in an efficient and effective manner. It is second to Atlantic City as the busiest municipal court in Atlantic County. A team member attended several sessions, seeing the disposition of full courtrooms of defendants in roughly two or three hours.

The township is situated along the Atlantic City Expressway, sending many moving-violation cases to the court. There are also two large shopping centers, and other smaller ones, generating numerous shoplifting and disorderly persons cases. Because of the heavy case load in cases that often consume considerable time, their weighted case load, as determined by the Administrative Office of the Courts for purposes of identifying appropriate staffing level, suggests that the

proper staffing level for the township is 11.92 full-time personnel. The judge advised us that the staffing level should be eight. He asked the township committee for the addition of one clerk, and anticipates that the addition will be made by next year.

It was observed that manpower is sufficient to enable the court to handle its cases without delays. Possibly the efficiency is due in part to the structure. There is a director who performs numerous functions often required of an administrator. All personnel, banking matters, and preparation and monitoring of the budget, are done by the director. She also prepares all reports required by the state and, additionally, does the finances.

The administrator is free to immerse herself in the operations of the court: attending five or six sessions a week, overseeing the collection of fines and fees, recording the disposition of cases, and facilitating the courtroom operation's need for moving the calendar. The management of case disposition was observed in the courtroom and the court office. There is no courtroom computer for case disposition. The judge, prosecutor, and administrator all expressed the opinion that a computer would slow the process. Currently, a clerk is utilized as a runner to take case files to the court office after the judge has ruled on them, where the dispositions are entered into the computer, and fines received and receipted. The person who does the running, and the person making the computer entries, also answer the phone and, if necessary, accept fines. The administrator said it would be necessary to have an additional person to make the computer entries if the computer were in the courtroom.

There is overtime built into the schedule, caused in part by having sessions that start at 4:00 p.m., and in part by a practice related to the deputy clerks. At times when the court is not in session, it is the practice to call either the administrator or one of the deputy administrators to sign warrants, or make decisions regarding incarceration, pending appearance before the judge. Only they and the judge have the authority to make those decisions; the police do not. The administrator and deputy administrators share the responsibility during times when the court and court office are closed. For one week at a time every third week, each is responsible to be on-call. While on-call, they must be available 24 hours a day, including weekends. For this, they are paid for time on duty, rather than at a reduced rate for the time spent in on-call status. The two deputies earn time and a half pay for a minimum of two hours when called. The administrator is not paid for the extra duty. The burden on the employees and township is reduced somewhat, in recent times, by the practice of the on-call person's taking a fax machine home and sending authorizations by that means of communication, saving time and money, and expediting the processes. Total overtime paid in 1999 amounted to \$13,994, which constitutes 4.73% of the total payroll. Of that total, \$12,471 was paid to the deputy administrators.

Case Flow

The table below shows a busy court with an increasing caseload and declining backlog. Reports are based on fiscal years ending June 30. The last two columns show the most recent six-month period compared to the same period in the previous year.

CASE FLOW Hamilton Township Municipal Court	Y/e 6-97	Y/e 6-98	Y/e 6-99	Y/e 12-98 (6 months)	Y/e 12-99 (6 months)
Added	17,547	20,752	20,957	11,065	10,369
Disposed	16,966	20,195	21,195	11,143	9,834
Cleared	-581	-557	238	78	-535
Backlog	853	794	432	659	334
%	36.1%	29.4%	21.5%	29.2%	15.0%
Active Pending	2,360	2,704	2,009	2,255	2,232

Although well below the need projected under the weighted caseload system, the staff is adequate, currently. However, there is a \$2 EZ Pass toll booth on the Atlantic City Expressway within the township, and the municipal court has been selected for a pilot enforcement program for violations. When that begins, and the court director expects it imminently, she anticipates a big increase in cases. The increase could be as many as 1,000 per month. Additionally, cases probably will be contested in many instances. Violations will be civil rather than traffic, involving hefty civil penalties. Like the judge, the director thinks that she will need another clerk when that occurs.

Another factor affecting the township's caseload is the hiring of three additional police officers, which can be expected to increase the number of tickets issued.

There are 21 municipal courts in Atlantic County. Hamilton Township ranks second to Atlantic City in the number of cases handled. Its backlog percentage is favorable when compared to that of the other courts. In 1997, there were three courts with a smaller backlog percentage, and they had 3,039, 2,259, and 1,298 added cases respectively, compared to Hamilton's 17,547. Similarly, in 1998, its percentage was the sixth lowest, and its caseload was 20,752, or 2,530 more cases than the other five combined. As of the end of December, 1999, Hamilton's 15.0 % was the lowest backlog in the county.

We commend the court staff on its efficient operations.

Collections

If a defendant is unable to pay his fine and other costs, it is the practice of the municipal court judge to permit him to pay according to a time-payment plan. The judge asks the defendant what payments he will be able to make. He liberally accepts the plan that the defendant says he can meet. If the defendant fails to pay as agreed, the court issues a bench warrant. When the defendant next appears, the judge finds him in contempt and adds a fine for that charge to the original one. Usually, he will give the defendant a new time-payment plan. If he fails to pay according to the second plan, the court issues a bench warrant and sends him to jail.

The court does not permit bonds to be posted because of the difficulty in collecting from bondsmen. The only outstanding uncollected bonds they have are the time payment plans. Traffic figures shown in the table below are cumulative since 1989, while criminal figures are from 1994.

Court collectibles have increased as follows:

	1997	1998	1999
Accounts at year end			
Traffic	1,893	2,055	2,138
Criminal	1,148	1,250	1,267
Total	3,041	3,305	3,405
Amounts Owed at year end			
Traffic	\$937,259	\$1,050,240	\$1,109,331
Criminal	\$503,818	\$564,237	\$600,416
Total	\$1,441,077	\$1,614,477	\$1,709,747

Although the amount owed is substantial, it represents an increase of \$268,672 from 1997 to 1999, a period in which collections totaled \$5,247,844, a collection rate of 95.1%. It is noted that the township's practices with respect to the collection of time payments, issuing warrants, and jailing defaulting defendants resembles the methods used under the Comprehensive Enforcement Program operated by the State Administrative Office of the Courts.

Scheduling Police Witnesses

There is one area in which the team believes coordinated effort between court and police personnel can reduce costs substantially. Police officers work revolving shifts. The court meets some mornings, some early afternoons, and two early evenings a month. It is the practice to call police officers to court on days requiring their testimony or input, even if they are off duty. When they report while off duty, they are paid overtime, with a guarantee of at least two hours. On occasion, they are called even when there is no expectation of testifying, but when their input is desired for purposes of plea-bargaining. It is the police chief's opinion that excessive overtime is paid because of the need for sending officers as indicated. We have calculated the cost as: \$33,000.

The team has two suggestions directed toward this situation. Some police departments assign a seasoned officer to perform the duties of liaison to the court. This position would be filled by one or more seasoned police officers. It would be the liaison's responsibility to coordinate the police response to questions or recommendations by the prosecutor during plea bargaining negotiations. The arresting officer then would not have to appear until trial. If on duty, he or she would be productively in the field. If off duty, he or she would not be earning overtime for mostly passive activity. He or she only would have to make the liaison aware of factors relevant to the disposition of the case. The judge and prosecutor both have worked with a liaison officer in other jurisdictions, and favor implementation of such a system in Hamilton Township.

The second suggestion is that other steps be taken to reduce the need for officers to appear in court during off-duty times. Officers set court dates when they issue a ticket. To the extent possible, they should be required to write the ticket for a time when they will be on duty. The police department should produce a list, readily at hand, of times when each officer will be on duty during potential adjourned dates. In the event of necessary adjournments, the judge would select a date and time when the officer will be on duty. The practice has been followed in other police departments, with good success in reducing overtime.

Recommendation:

It is recommended a police liaison position be created to reduce or eliminate the need for police officers to appear in court at times while off duty. It is also recommended that police officers be directed to set dates for tickets that coincide with dates and times when they will be on duty, and that the police produce for the court, on each court date, a list of times and dates when officers will be on duty for purposes of setting adjourned dates. Overtime pay to police officers appearing in court should be reduced by 75%.

Security.

A part-time special police officer stands on duty during court sessions. If, for any reason, he is unable to appear, a regular officer stands duty. The special officer also transports prisoners from and to the county detention center for arraignment or other action. Prisoners who are brought to the court are made to sit in a section of the court room that is accessible to the general public. It is the practice for them to sit through the complete court session, and be taken back to the detention center when the special officer is available to transport them. They are handcuffed throughout the court session. The municipal judge expressed the belief that the prisoners pose no substantial risk to others attending court, but agreed that it is not ideal for them to be sitting where they are. The practice is based upon economic considerations.

The Atlantic County Detention Center has implemented a Closed Circuit Television (CCTV) Arraignment Program. Under it, a municipality with adequate equipment can eliminate much of the cost of transferring inmates to and from court and the detention center.

The township's transportation costs are relatively low, because of the fact that the detention center is located within its boundaries. At the time that the pilot CCTV arraignment system was first implemented by the county, the projected cost for the township to acquire and install the system was considered to be prohibitively expensive, at approximately \$30,000. Inquiry has determined, however, that the cost now would be approximately \$10,000.

Recommendation:

It is recommended that the township install the required CCTV equipment, and utilize the CCTV arraignment system afforded by the county detention center.

One-time Value Added Expense: \$10,000

Cost Savings: \$6,475

SOCIAL SERVICES DEPARTMENT

The social services department provides Hamilton Township with an active senior citizen program. Located in an attractive building in front of town hall, the senior citizens center accommodates numerous residents and non-residents each day during the week. Five days a week lunches are served and social activities are conducted, including bingo, cards, scrabble, arts & crafts, and picnics. Guest speakers inform and advise. Transportation is provided, not only to people going to the lunches, but also to enable seniors to meet their social and personal business needs. There is a Salvation Army Food Closet for people in need of emergent help.

The social services department has a van and a sedan to provide extensive transportation services, which are available to residents of the township only. Seniors are taken to a supermarket each Friday. Additionally, the vehicles are used to transport residents to doctors, dentists, eye doctors, pharmacies, hair stylists, tax preparers, the social security office, and hospitals and nursing homes to visit. Recreational trips are taken to casinos and other tourist attractions. The table below shows the number of seniors being transported.

Trips to:	Number of Passengers	Monthly Average
Supermarket	468	39
Doctors, etc.	363	30.25
Meals	3,744	312

In addition to the meals, the department maintains an Emergency Food Closet for distribution to the needy. A total of 9,164 pounds of food was also received from the Salvation Army Food Bank in 1999, the Food Closet was supported by food drives by a church, two elementary schools, a Vo-Tech school, and the Girl Scouts. During 1999, 8,730 food packages were distributed to 540 adults and 430 children.

The van was driven 18,992 miles in 1999, and the sedan 8,496 miles. The calculated costs of operating the two were \$6,619 for the van and \$2,407 for the sedan. None of the \$9,026 in costs was offset by revenues.

Staff

The department is staffed as follows:

- a full-time director, who reports to the business administrator;
- a full-time van driver, an assistant to the director;
- a full-time clerk 1, kitchen aide, and receptionist; and
- three part-time cooks, paid under a federal grant.

The clerk 1 is frequently loaned to other departments to help with large copying jobs, or mass mailings.

The current payroll totals \$95,041 including \$15,568 in direct benefits. The director's 1999 salary was \$41,123, plus benefits of \$7,298. Payroll costs have increased dramatically in the past three years, as shown by the chart below. The 1999 budgeted figure for salary and wages was \$88,531. Although actual costs were only \$79,631, the figure budgeted for 2000 was \$95,330.

	1997 Total as Modified by Transfers	1998 Total as Modified by Transfers	1999 Total as Modified by Transfers	2000 Total Budget
Salary & Wages	\$54,717	\$59,047	\$79,631	\$95,330
Other Expenses	\$1,508	\$1,575	\$1,485	\$1,730
Total	\$56,225	\$60,622	\$81,116	\$97,060

The reason for the big increase in 1999 was one of the employees who worked in social services had been paid from the tax collector's budget. In 1999, she was moved to the social services payroll. There was another big increase for salary and wages for the department in the 2000 budget. The reason given was the budget included the hiring of an additional van driver. As of this writing, no additional van driver has been hired. It is believed that the addition of another van driver position is not necessary. The starting salary for a van driver in the union contract for the year 2000 is \$21,000. A van, currently assigned to the environmental office, was to be refurbished and reassigned to the social services office, at an estimated cost of \$10,000. The assumption is made that miles comparable to 1999 van miles will be driven at a cost of \$6,619.

Recommendation:

It is recommended that the anticipated addition of a second position as van driver not be filled, and that the refurbishing of the environmental office van not be done.

Cost Savings: \$37,619

The director is responsible for minimal management. She supervises a small department of two full-time, and three part-time people. Primarily, she deals directly with the senior citizens, just as the van driver does, running their programs and meeting their needs. There is no need for much budget preparation, with an OE budget of \$1,730. Her salary is high for the level of her duties and responsibilities. An effort to identify a more appropriate level was made. Within the township, other positions which would seem to have similar, or higher levels of responsibilities were found to have lower salaries.

Purchasing Agent	\$29,465
Court Administrator	\$35,366
Deputy Clerk/Personnel Director	\$35,450
Community Education/Recreation Director	\$40,092
Director, Social Services	\$41,123

Inquiry by the team showed that none of the neighboring communities had a comparable position.

Recommendation:

It is recommended that compensation for the position of director be brought to a level commensurate with its duties and responsibilities by reducing the base salary, through attrition, to \$35,000.

Cost Savings: \$6,123

Nutrition Program

Three part-time employees serve meals five days a week at lunch time. These kitchen aides work 20 hours a week, and are paid minimum wages by the Federal Government's Green Thumb Program, and employment program for workers over 55 years of age under the Older American Act of 1965. Residents and non-residents are permitted to each of the lunches, which cost them a donation of \$1 per meal. The meal money is used for purchasing food for the program. The director estimated the number of meals served in 1999 was 7,280, an average of 140 per week. Of those, 1560 were served free to six employees. It is suggested that employees not be given free meals, but pay a minimum \$1 per meal. Also included in the number of meals are approximately 1,248 served to non-residents. A team member was told that the seniors didn't need the inexpensive meal so much, but rather the social gathering. It is suggested that it would be no particular hardship to increase the cost of the daily meals to \$2.

Recommendation:

It is recommended that the daily contribution be increased to \$2 per meal for residents, to \$3 per meal for non-residents, and the practice of giving free meals to employees be discontinued.

Revenue Enhancement: \$10,128 per year

Municipal employees, on a volunteer basis, support the Salvation Army Food Bank by participating in a "Casual Dress Day" on Fridays. Employees contribute \$2 per week for the dress-down privilege, their contribution going to the Food Bank through the auspices of the Salvation Army. More than \$1,500 was raised by employee contributions in the program's first eight months through the end of 1999.

MUNICIPAL UTILITIES AUTHORITY

The township entered into a service contract with the Hamilton Township Municipal Utilities Authority (HTMUA) in April, 1985. Under this contract, the township is a contingent guarantor on a \$500,000 loan with the NJDEP. In November, 1989, the township entered into a supplemental services contract with the HTMUA where the township is obligated as a contingent guarantor on an additional \$250,000 loan with the NJDEP; a \$313,500 loan with the New Jersey Pinelands Infrastructure Trust, and bonds not to exceed \$6 million. This funding would pay for a portion of the costs associated with the connection of the HTMUA's utility system to the treatment facilities of the Atlantic County Utilities Authority. The bonding guarantee has since been increased to \$16,200,000.

General

The Hamilton Township Municipal Authority (hereafter, “HTMUA” or “authority”) was created by Hamilton Township ordinance in 1962, amended in 1967, and codified as Chapter 55 of the Township Code. The board has five members and 2 alternates appointed by the township committee. The authority services 2,828 water and sewer service accounts in roughly 21.5 square miles of the township’s 115 square miles of land mass. It derives its water from four wells with total capacity of 3,850 gallons per minute. The authority does not process sewage, but rather pipes it to the Atlantic County Sewer Authority in Atlantic City.

The service area closely mirrors the portion of the township designated as Pinelands Management Growth area. In 1988, a moratorium on new sewer connections was imposed by the New Jersey Department of Environmental Protection. All development stopped, except in areas already approved for sewer hookups, or where wells and septic tanks were to be used. The Hamilton Mall, with its 1.3 million square feet of retail space had been occupied in 1987, before the moratorium. Further big development, however, awaited a lifting of the moratorium, which was done in 1992, upon completion of the “Coastal Alternative,” which was a highly innovative mechanism for financing construction of a connection to the Atlantic County Utilities Authority Processing Plant in Atlantic City. Since 1992, commercial and residential development have flourished, with ratables increasing in the past eight years.

The HTMUA’s budget for the fiscal year ending August 31, 1999 totaled \$1,232,555 for the water system, and \$2,608,981 for the sewer system. Its anticipated water system revenues consisted of \$1,022,675 in service charges, \$130,500 in connection fees, and \$79,380 in other operating revenues. On the sewer system side, the totals were \$1,667,703 in service charges, \$65,500 in connection fees, and \$168,682 in other operating revenues.

The total operating appropriations for the water system and, again, the sewer system consist of administration and cost of providing services, including salary & wages, fringe benefits, and other expenses for each; and principal payments on debt service in lieu of debt. The table below shows relative levels of costs for administration, delivery of services, and debt service. A large percentage of the operating budgets for water and sewer goes to administrative costs: 21.4% for water, and 12.9% for sewer. Similarly, 14.2% of the water budget, and 18.7% of the sewer budget go to principal payments of debt service in lieu of depreciation. Operating appropriations for the water system constitute 81.1% of total appropriations. On the sewer side, the percentage is 76.4%.

	WATER SYSTEM	SEWER SYSTEM
	Percent of Total Operating Appropriations	Percent of Total Operating Appropriations
Administration	21.4%	12.9%
Cost of Delivery of Services	64.3%	68.2%
Principal Payments of Debt Service	14.2%	18.7%
	Percent of Total Appropriations	Percent of Total Appropriations
Total Operating Appropriations	81.1%	76.4%

The Coastal Alternative:

When the NJDEP imposed a moratorium on sewer hookups in 1988, it was obvious that some scheme had to be devised to facilitate creation of a new sewer infrastructure to enable continued growth. The DEP approved an amendment to the 201 Facilities Plan in order to finance the cost of connecting municipalities along the route generally between Hamilton Township and the ACUA sewage treatment facility in Atlantic City. The ACUA estimated the total cost of the Coastal Alternative to be \$28,000,000. The ACUA became eligible under the Pinelands Infrastructure Act for a loan of \$4,600,000, and a grant in the amount of \$9,200,000, for a total of \$13,800,000. That left an estimated balance of \$14,200,000 to be raised to do the project.

ACUA originally proposed to finance the total cost of the debt service through charges against all users of the system, including those already hooked up, so long as they were identified as forming the Atlantic Coastal Region, to which the moratorium applied. Lawsuits resulted, and it appeared the project would be delayed interminably. A compromise was devised for joint private and public financing of the remaining monies needed by the ACUA to do the necessary construction. Contracts were entered between the ACUA and “Private Funding Participants,” and “Public Funding Participants.” The result was an expeditious resolution of the lawsuits, speedy avoidance of the hookups moratorium, and development of a workable system for continued development in the township. Credit is given to the, then, HTMUA executive director for conceiving the plan, and persuading developers and municipalities to participate in it.

The private funding participants and public funding participants agreed to contribute toward the remaining construction costs of the Coastal Alternative. In exchange, each private funding participant and public funding participant received sewage capacity reserved for them in the ACUA sewer lines and ACUA wastewater treatment facility based on their percentage of contribution toward the whole. The HTMUA agreed to seek approval to increase the design capacity from four mgd (million gallons per day) to seven mgd. Of the seven mgd, 1.5 will be allocated to and utilized by the HTMUA. Of the remaining 5.5, 2.0 will go to various public entities, and 3.5 to private funding participants and public funding participants. For 10 years, the participants would have their allotted sewage capacity reserve with no reservation fees from either the HTMUA or ACUA. As new customers signed up and utilized improvements financed by the private funding participants, the private funding participants were reimbursed appropriately.

Executive Director:

Until 1988, the HTMUA was managed by an executive director, reporting directly to the board. By all accounts, the position was an important one, served ably by the individual who filled it. Because the board is comprised of non-professionals, who work part-time, and are not highly compensated, it is important to have a professional, proactive individual at the helm. Attention needs to be given not only to operations, but to myriad other matters. This board is exceptionally active. One member, for instance, manages the board’s investments. If she were to discontinue that for any reason, there would be need for someone else to do it. None of the current employees is expected, nor equipped to do that. Additionally, there is a committee that spends large amounts of time and energy studying the feasibility and ramifications of electronic meter reading. The only professional attention being given the matter is provided by an engineering

consultant. Much of the expense of that outside professional work could be avoided by a competent and knowledgeable executive director. Similarly, a good director could be educating prospective developers potentially interested in building facilities in the township, in conjunction with the Industrial Commission. He could be keeping abreast of developments in the industry, in ways to save costs, and to deliver better services. He could be attending conferences and seminars. In a nutshell, he could be providing leadership to the board, and giving continuity which is lacking in a board whose membership changes from year to year. Nor should an executive director's impact on operations be overlooked. Mundane matters, like obtaining a *quid pro quo* in exchange for banking services, or changing billing practices to improve cash flow, or scheduling appropriate hydrant flushes and meter testing and replacement programs, or scheduling maintenance of motor vehicles, should be overseen by an individual accountable to the board.

Since 1988, the board has not had an executive director, but rather an administrator and a superintendent. Both are diligent and able employees, but neither has the responsibilities described above. Consequently, two things happen: the board tends to micro-manage, and large expenditures are outsourced to the consulting engineer. In fiscal year 1999 (September 1, 1998 to August 31, 1999), the board paid its engineering consultant \$120,305. Of that, \$40,002 was retrieved from escrow funds. Of the balance of \$81,805, \$38,676 was paid for services provided by an employee of the engineering firm whose title appears on the invoices for services as "Project Administrator." Incidentally, that individual is the same person who had been the HTMUA executive director until 1988. Of the remaining \$43,129 in billings, \$22,409 was paid for the services of a senior project engineer, \$570 to a project engineer, \$1,500 to a principal engineer, and \$1,403 to a department head engineering.

An experienced MUA engineer could well perform the duties as executive director at the same time he served as engineer, saving \$64,558 in fees paid in fiscal 1998 for services by the project manager, senior project engineer, project engineer, principal engineer, and department head engineering. That \$64,558 represented 837 man-hours. Had there been an executive director/engineer in 1999, he could have spent an average of 16 hours a week on engineering matters, and been available the rest of the week for other executive director duties. LGBR believes an experienced MUA engineer could be hired for \$70,000 plus \$21,000 in benefits.

Recommendation:

It is recommended the position of executive director be created, and that it be filled by a licensed engineer to perform the joint duties of director and engineer.

Net Value Added Expense: \$91,000 - \$64,558 = \$26,442

Fiscal Year:

HTMUA's fiscal year runs from September 1 to August 31. The township operates on a calendar year. Because the township makes its appointments in the first week of January, the makeup of the HTMUA board is subject to change each January. It then holds its reorganizational meeting in the first week of February, at which it makes its professional appointments and authorizes

entering contracts for the same. The result of the HTMUA's having a fiscal year different from the township's is that its year commences in September, its new members are appointed in January, and its professionals work on years commencing in February. The resulting confusion complicates dealings and accountability.

There appears to be no reason other than historic for the fiscal year.

Recommendation:

It is recommended that the HTMUA adopt a calendar year to coincide with the township's, thus reducing confusion and enhancing accountability.

Professional Contracts

Professional contracts for the following professional services were examined: auditor, consulting engineer, bond counsel, auxiliary engineer, special tank inspections services, laboratory services, and solicitor. In most cases, the "contracts" consisted of a township committee resolution appointing the individual or firm, an "agreement," in some form, drafted by the firm rather than the HTMUA board, a schedule of fees, and a document titled "Procurement and Service Contract," which was not a contract, but rather an agreement by the professional to abide by the laws against discrimination. It is not signed by a representative of the HTMUA.

Some characteristics should be noted. None of the agreements examined included a term that the fee would not exceed a particular amount. One contract failed to set either an hourly rate, or a set fee. The contract for auditor in fiscal 1999 provided as follows: "We estimate our fee for the general purpose financial audit and other work outlined in this engagement letter to be \$18,500, plus out-of-pocket costs such as report production and postage. This estimate is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit." There is no clear definition of what circumstances are anticipated, and what will cause extra billing, nor for the method of determining whether there should be extra charges. Another term in the same contract provides as follows: "Any accounting services or any additional consulting or computer work other than those outlined in this letter will be billed at a blended rate of \$100 per hour." The contract for fiscal 1998 with the same firm contains the same weaknesses.

One contract that distinguished itself for clarity and detail was that entered into by the HTMUA Solicitor. Except in the case of the solicitor, LGBR deems it an unsatisfactory practice to permit professional firms to provide their own contract language. Contracts should be uniform, and uniformly, professionally drafted. If the professional firm provides the language rather than the HTMUA solicitor, the solicitor must expend time and energy examining and questioning the contracts provided. Different interpretations relative to similar provisions for the same issue (e.g., chargeable services and expenses) may result from the fact that the provisions were drafted by different attorneys. Terms that should be included in all such contracts (e.g., not-to-exceed figures) can be omitted, and the omission not noted.

Recommendation:

It is recommended that it be the practice for the HTMUA solicitor to craft all contracts for professional services. The contracts should provide for an hourly rate for clearly defined services. They should contain a “not-to-exceed” term, with a provision that any extraordinary services provided outside the services covered, would be paid at a clearly defined rate, and would set out the requirements for authorization, i.e., who can authorize extra work, and by what means.

Operating Revenues and Appropriations:

The table below shows operating revenues and appropriations for the past three years, as reflected in appropriate annual audit reports.

Operating Profitability			
	1999	1998	1997
Operating Revenues:			
Service Fees	\$3,293,972.33	\$3,246,971.35	\$2,918,482.36
Service Contract Fees	\$91,875.30	\$126,329.16	\$80,004.33
Connection Fees	\$273,851.62	\$307,402.40	\$263,281.00
Fire Service Line Fees		\$22,185.00	
Total Operating Revenues	\$3,659,699.25	\$3,702,887.91	\$3,261,767.69
Percent of Whole Operating Revenues:			
Service Fees	90.0%	87.7%	89.5%
Service Contract Fees	2.5%	3.4%	2.5%
Connection Fees	7.5%	8.3%	8.1%
Fire Service Line Fees	0.0%	0.6%	0.0%
Total	100.0%	100.0%	100.0%
Operating Appropriations:			
Administration	\$344,324.75	\$334,584.73	\$305,621.31
Costs of Providing Service	\$1,345,799.88	\$1,383,764.09	\$1,278,949.96
Capital Outlay	\$26,236.25	\$15,629.16	\$27,506.19
Principal Payments on Debt Service in Lieu of Depreciation	\$444,482.31	\$424,342.93	\$400,000.00
Total Operating Appropriations:	\$2,160,843.19	\$2,158,320.91	\$2,012,077.46
Percent of Whole Operating Appropriations:			
Administration	15.9%	15.5%	15.2%
Costs of Providing Service	62.3%	64.1%	63.6%
Capital Outlay	1.2%	0.7%	1.4%
Principal Payments on Debt Service in Lieu of Depreciation:	20.6%	19.7%	19.9%
Total	100.0%	100.0%	100.0%
Operating Income (Loss)	\$1,498,856.06	\$1,544,567.00	\$1,249,690.23

Total operating revenues in all categories increased from 1997 to 1999. There was a decline, however, between 1998 and 1999. An increase of \$47,001 in service fees from 98 to 99 was more than off-set by decreases of \$34,454, and \$33,551 in service contract fees and connection fees respectively; and the lack of any fire service line fees, compared to 1998's \$22,185. Consequently, total operating revenues increased by \$397,931 over 1997, but declined by \$43,189 from 1998.

Connection Fees:

Each year, the auditor does a connection fee analysis, which identifies the maximum legal connection fees that can be charged for water and sewer hookups. The connection fees closely follow the increases that are allowed. The analysis is based on the total debt service, and the portion of debt service allocated to the water and sewer systems.

Calculation of Connection Fees Based Upon Senate Bill 1487

	Prior Year	Permitted Fee	Permissible Increase	New Charge
1998-99				
Water	\$1,305	\$1,466	\$161	\$1,466
Sewer	\$2,060	\$2,313	\$253	\$2,313
1999-00				
Water	\$1,465	\$1,558	\$93	\$1,558
Sewer	\$2,310	\$2,474	\$164	\$2,474

As noted, despite the fact that connection fees increased by \$161 for sewers and \$253 for water, the statutory maximum, connection fees collected decreased from 1998 to 1999.

Operating Expenses:

Total operating expenses increased each year since 1997: from \$2,212,077 in 1997, to \$2,158,321 in 1998, to \$2,160,843 in 1999. LGBR considers administrative costs in excess of 10% of the budget for a small utilities operation to be excessive. The percentages for the past three years, starting with 1997, were 15.2%, 15.5%, and 15.9% respectively. Contrarily to that, the percentages that costs of providing service, meaning field operational costs, bore to the whole budget since 1997 were 63.6%, 64.1%, and 62.3%. The trend of increasing portions of the budget going to administrative costs and decreased portions going to the delivery of services is unhealthy, and should be noted by the board and the township committee. That trend is responsible in part for the Conceptual Piece set out hereinafter.

Bidding Process:

Bid packages were examined, and found to be in order, with appropriate advertising. The table attached hereto called "MUA Bids" shows high and low bids and number of bids on projects since 1996. Characteristically, several bids were received with a wide range between high and low bid. For instance, on January 6, 2000, eight bids were received on the Lenape Avenue Water Main Extension, ranging from \$39,745 to \$86,000. The high bid was 216% higher than the low.

On June 3, 1999, nine bids received on the W. Jersey Avenue Water Extension, ranged from \$186,000 to \$313,941. The increase from high to low was 169%. The bidding process has been ably performed.

Utilities Expenses:

The costs of utilities for the authority were identified. In 1998, \$201,989 was paid for electricity, and \$14,058 for natural gas. A total of \$742,570 was paid the ACUA for four quarterly flows, and \$6,852 for water testing.

Computers:

During the course of LGBR's review, the authority purchased a new computer system, consisting of a server, four workstations, and accompanying software, at a cost of \$9,591. The efficacy of the new system could not be judged as of the time of writing this report, because it had not yet been installed at the time of the team's last visit.

Billing Periods:

Currently, the authority bills all water and sewer customers at the same time, once quarterly. That practice results in cash flow characterized by spurts of collections four times a year, followed by periods of minimal collections. The authority member who invests the authority's money, has proposed altering the practice, so that each month, one-third of the customers would be billed. LGBR endorses the change. The practice would improve cash flow, not only by eliminating the feast-or-famine characteristic, but also by billing 2/3rds of the authority's customers earlier in the billing cycle than is the current practice.

Administration

The Hamilton Township MUA consisted of the following positions assigned to the administrative offices:

- administrator -- \$55,273 total position value;
- finance manager -- \$ 51,939 total position value;
- assistant recording secretary -- \$ 38,818 total position value; and
- superintendent -- \$ 66,951 total position value.

A total of \$212,981 was expended for administrative services under the current MUA structure.

The finance manager was responsible for all billing and collections. Although not an accountant, the position had slowly transitioned itself from a clerical position to a technical position in support of all accounts and the bill list. In addition, this position was responsible for customer interaction involving complaints, billing errors, and interaction with the maintenance office. LGBR believes the position is adequately staffed to do internal billing of both water and sewer.

The assistant recording secretary was responsible for all minutes of meetings and document control in the MUA. She attended all board meetings and made electronic tapes of all meetings and maintained notes as well.

Following the voluntary exit of the executive director, an administrator, the former executive assistant, remained to monitor and operate the daily functions of the MUA. That position and LGBR's response to its duties and responsibilities were discussed elsewhere in the report.

The superintendent possessed the experience and certifications necessary to operate the systems including an S-2, C-3, W-3, and T-3 license. It must be restated that the current MUA does not process sewage but simply acts as a pass through to the Atlantic County Municipal Utility Authority. The HTMUA also serves the Atlantic City Expressway and one pumping station to the Hammonton sewer plant. An additional contract was also maintained with the Weymouth MUA to provide maintenance services for their pumps. These outlying facilities involved contracts and maintenance, but also, involved the proper licensing. The superintendent was considered an administrative employee with offices in the HTMUA executive building. As an 18-year employee of the MUA and nine-year superintendent, the HTMUA was well served by this supervisor. LGBR does not believe this position, as currently structured, is an administrative position, although the MUA might argue this point. The superintendent made important decisions affecting his crew, but did not provide technical, planning, or engineering decisions of significance based on interviews with the representative of the engineer and some board members.

The maintenance and meter reading staff consisted of the following positions:

- supervisor -- \$53,934 total position value;
- two water and sewer repairer -- \$75,930 (or \$53,934 and \$21,996 respectively);
- two water and sewer repairer -- \$74,982 (or \$42,196 and \$32,786 respectively); and
- one water and sewer repairer -- \$ new employee.

Current costs for maintenance employees totaled \$204,846 (estimated costs for the new employee to be approximately \$20,000, bringing new total costs to \$224,846) for six employees. The MUA had also employed one summer worker in the past, bringing employees to seven during the summer.

Most employees worked in an area close to the public works building, but separately maintained by the MUA as a garage and maintenance area. Although the grounds were sufficient and held a large pump house for the ACUA, the garage was only able to hold one large maintenance vehicle at night leaving remaining equipment outside, inside a fenced off area. (As an alternative solution for the fire section of this report, LGBR believes the town should consider this property as an alternative site for one fire bay if the public works grounds cannot accommodate an additional bay.)

In addition to these employees, the HTMUA also placed the commissioners on the payroll for the following compensation:

- chairman --- \$5,580;
- board member --- \$2,816;
- board member --- \$6,708;

- board member --- \$11,431;
- board member --- \$2,816;
- alternate bd. member --- \$541; and
- alternate bd. member --- \$0.

The seven board members were paid a total of \$27,076 for their services with some board members electing to accept benefits, while others refused said benefits. The board meets once a month and also provides leadership and treasury functions through its members. In addition, the board is broken into sub-committees, which also performs some administrative functions.

Recommendation:

It is recommended that board salaries and benefits be eliminated, and the members and alternates work as true volunteers.

Cost Savings: \$27,076

Alternative Plan

The HTMUA is a relatively small operation. The water and sewer systems cover only about 21.5 square miles, or roughly 18.7% of the township's total land area of 115.05 square miles. The water system has approximately 66 miles of pipeline, and the sewer system 55. Its administrative office of an administrator, finance manager, and assistant recording secretary is, perhaps, larger than necessary. Its superintendent and supervisor, combined, supervise five laborers. The Authority consists of five members and two alternates, some of whom are and some of whom are not paid benefits. They are uncommonly active in the care taking of the authority, both in operations, and in management of its assets.

HTMUA is a creature of the law, created by municipal ordinance, and it can be deconstituted by ordinance. There are many complicated issues involved in dissolving an authority, which is a corporate body independent of the township committee. LGBR does not at this time recommend dissolving the authority, but does recommend that the township committee give the matter study and consideration. Additionally, it is believed that considerable savings could be achieved by absorbing many authority functions within the workforce of the township. One way to absorb the authority functions by the township would be to enter an interlocal agreement. The township would be remunerated by the authority so that the agreement would not burden the taxpayers. Savings would inure to the benefit of the ratepayers, and bond holders, reducing rates and/or improving services.

Areas where savings could be realized include administration, maintenance, payroll, and professional services. Those savings could be effected by making the following changes:

- Eliminate the position of administrator, which would be made possible by implementing the suggestion elsewhere in this report to resurrect the position of executive director.
- Create a new township department of water and sewer utilities, headed by an executive director reporting to the business administrator.
- Move the MUA's superintendent to the township payroll, reporting to the executive director.

- d. Move two meter repairer/readers to the township under the superintendent.
- e. Eliminate the position of supervisor.
- f. Eliminate the position of assistant recording secretary, replacing minutes with audio tapes.
- g. Discontinue salaries and benefits to board members of the authority.
- h. Revisit all professional contracts in search of savings brought about by possible redundancies of services.
- i. Contract with the township under the interlocal agreement for use of township public works employees for maintenance and service duties to the extent needed.
- j. Eliminate the position of financial manager, and contract with the township under the Interlocal to perform payroll, billing, and collecting functions.
- k. Sell the facility housing the MUA administrative offices at fair market value, and adequate space be provided in the basement of the municipal building to provide offices and meeting space. Sale of the building should provide sufficient capital to make the necessary improvements to the municipal building. Sale of additional equipment might also be contemplated after the first year of transitional activities. LGBR believes current facilities located at the MUA maintenance facility should be retained.
- l. Apply for grant monies from the REAP and/or REDI programs. LGBR believes that \$50,000 might be obtained.

Recommendation:

LGBR recommends the HTMUA and Township of Hamilton enter an inter-local service agreement with the township to provide for administration, billing and collection, and maintenance of the sewer and water system in Hamilton.

LGBR also recommends the township organize a water and sewer division to implement points “a” through “j” just above. The authority would continue to exist, responsible for its debts and enjoying the fruits of ratepayers’ payments, contracting with the township for its operational functions.

We recommend the dissolution of the following positions:

- administrator -- \$55,273;
- assistant recording secretary -- \$38,818;
- board member salaries -- \$29,892;
- two water and sewer repairers -- \$52,786;
- supervisor, maintenance -- \$53,974; and
- finance manager -- \$51,939.

Cost Savings: \$282,682

One-time Revenue Enhancement: Undetermined (appraised value of building)

LGBR is mindful that complicated issues would need to be resolved before dissolving the authority. The authority has assets and debts, debtors and creditors (bondholders). Bond counsel and the authority and township solicitors should be consulted concerning numerous legal issues before the changes set out herein are implemented.

III. COLLECTIVE BARGAINING AGREEMENTS

An area that frequently presents significant opportunities for savings is negotiated contracts. While they represent opportunities for savings, the savings and contract improvements are most likely to occur incrementally, through a well conceived process of redeveloping compensation packages to be equitable and comprehensive. For this reason we present these issues subject to collective bargaining agreements separately in this section.

The team reviewed the three contracts that were in place at the time of our review. For purposes of this report, we will review each unit separately and identify savings per contract.

TEAMSTERS LOCAL 331 - PUBLIC WORKS SUPERVISORS 1/1/00 through 12/31/02

The contract calls for \$500 lump sum payment, plus an across the board 4% increase. This increase amounts to approximately 5.3%, rather than the 4% identified as the across the board increase. LGBR believes increases should be attached to the CPI. In this instance, the 4% increase alone is currently higher than the CPI. Therefore, we find that the \$500 should be eliminated from future bargaining agreements.

Recommendation:

Remove the \$500 bonus attached to the wage increase, which brings the increase up to nearly 5.3%. Keep the increase to the negotiated rate of 4% this year only.

Potential Cost Savings: \$1,000

TEAMSTERS LOCAL 331 1/1/00 through 3/31/02

The teamsters contract covers the following titles in Hamilton Township:

- clerk 1-5;
- dispatcher 1-4;
- custodian;
- laborer;
- truck driver/laborer 1-3;
- van driver;
- mechanic 1-3;
- maintenance assistant 1-2; and
- maintenance operator 1-2.

Generally, the team does not support the use of bonuses plus salary increases to place overall increases 2-3 percentage points above the CPI. Because salaries in this area are lower than surrounding communities, it appears that the township needs to survey area employers to determine a competitive “market” rate to fill vacant positions. This would eliminate the need to use bonuses in order to address salary inequities. Based on results of this survey, the township may wish to consider its salary ordinance in the future to determine possible adjustments to meet the demands of the workplace.

Recommendation:

It is recommended the township survey area employers to determine competitive rates in the market to attract quality employees. Adjustments to the salary ordinance may be necessary to avoid “bonus” type adjustments in future contracts.

Overtime

The contract provides overtime to civilian positions that work 35 hours. LGBR could not distinguish overtime costs per individual, but does believe that all overtime costs associated with the three contracts should be tied to 40 hours, rather than 35 hours, including the use of compensatory time. Wording within this contract should be changed to show straight time for hours in excess of 35 up to 40 hours. All language associated with time and half after 35 hours should be withdrawn.

Recommendation:

It is recommended that the township remove contractual language granting overtime after 35 hours, and instead grant overtime for time worked over 40 hours per week. LGBR is not suggesting work week change for these individuals but rather delaying overtime costs until 40 hours has been surpassed.

Communications dispatchers follow the same schedule as police working 8.5 hours on a 4-2, 4-2, 4-2 schedule. Police officers annualize their hours to 40 based on meetings, training, and certifications. Discussions with the lieutenant concerning dispatch overtime were inconclusive except to indicate that overtime was paid routinely if a dispatcher was asked to work additional hours beyond the regular scheduled week. LGBR reviewed the language available in this contract to determine precise language as it applies to dispatcher overtime and found it to be non-existent. Therefore, LGBR believes the routine overtime cost associated with dispatcher overtime is not easily distinguishable, either by records held in the police department or by payroll. The CFO did determine that approximately \$43,000 in police overtime was tied to dispatch and hold over as well as leave functions. Attempts to specifically identify dispatcher overtime were not fruitful since neither the CFO or lieutenant maintained a separate file on their overtime. However, discussions with the personnel and payroll section suggested those costs probably accounted for as much as 50% of the remaining overtime. LGBR believes that overtime paid to dispatchers could be significantly reduced simply by restructuring their workweeks to 40 hours or 80 hours. LGBR does feel that six hours currently owed by the dispatchers could be paid at straight time or \$78 rather than \$120 which is currently paid at time

and a half. Seven full-time dispatchers earn the overtime when the routine schedule is not adhered to. As a result, nearly \$22,000 is paid to dispatchers, annually, for overtime. Assuming that at least two of the dispatchers work the additional six hours routinely, the township pays \$4,368 annually for overtime based on a five-day payout. Obviously if more dispatchers work exceptional hours routinely, these figures would dramatically increase.

LGBR does believe that dispatcher overtime should be carefully monitored to determine when overtime is required on the schedule mentioned above. Certainly, the schedule need not be changed but hours worked per week should only be reimbursed overtime when the individual dispatcher passes 40 hours in a routine workweek. The workweek schedule per the contract states, "...There shall be a two hour call out time minimum for dispatchers." This statement seems to suggest that if a dispatcher has to be called back in, he is guaranteed at least two hours. However, the language does not say at time and half.

Recommendation:

Closely monitor overtime payments to dispatchers who have not completed the 40 hours of work per week.

Enable the supervisor or lieutenant to easily distinguish overtime costs by use of a standard software program identifying overtime routinely bi-weekly or weekly.

Clarify in language easily comprehended, through negotiation, payment of overtime to all dispatchers.

As an alternative to corrective action, ensure all dispatchers attend regularly scheduled training sessions to improve techniques, display rapid response with sensitivity, and learn the newest state of the art equipment.

**Potential Cost Savings: \$4,368
(Based on two dispatchers working a 40-hour schedule prior to overtime.)**

**PBA LOCAL 77
1/00 through 12/31/03**

LGBR believed salary negotiations had produced adequate salary levels, based on surrounding communities for rank and file police officers. Sergeants were also included in this contract. Lieutenants and captains were not a part of any bargaining unit at the time of our review.

The team commends the township for its work on salaries for those officers identified in this contract.

Clothing

The contract calls for \$800 for maintenance and cleaning. New uniforms or additional purchases were provided as a prerogative of the department. This section of the contract was discussed at some length in the operating expense section of the police report and will not be reiterated here. However, some savings were identified in this area.

Recommendation:

Reduce clothing allowance to \$300 per officer and purchase clothing capable of being cleaned at home.

Overtime

The police contract has a phrase in the contract stating that no schedule changes can be made to avoid overtime. LGBR believes changes of this nature are a management prerogative and should be scoped out of the current contract.

Recommendation:

Remove language denying schedule changes to alleviate overtime.

Overtime costs in the '98, '99, budget years were extremely difficult to identify. According to payroll, these costs are now transmitted to payroll and are identifiable for the budget year 2000.

LGBR discovered approximately \$45,000 (in addition to court overtime already discussed elsewhere) in overtime spread out in the areas of dispatching, holdovers, and report writing.

According to the captain in charge of operations, report writing overtime had been significantly reduced or eliminated with the purchase of 11 laptop computers, with docking stations in some patrol vehicles. This change in operations still left questions for LGBR since Hamilton was using a modified Lexington plan with their cars.

In the final analysis, LGBR believed contractual language did not contribute to overtime issues. However, we do believe that issues surrounding dispatch and holdovers were responsible for much of the dollars identified in addition to court time.

Compensatory time off was also discussed in the police section of this report. LGBR also believes this area needs to be formalized and centralized in the personnel technician/payroll clerk area as reported by newly established software packages to assure there are reconcilable hours counted between police and payroll.

Recommendation:

Control overtime and compensatory time issues by closely monitoring usage and establishing formal channels for approval of overtime usage, especially when officers are held over or dispatchers are called back in.

Longevity

Hamilton Township has negotiated a longevity feature into the police contract. Current costs associated with this provision are approximately \$63,000 annually.

LGBR believes longevity should be tied to an evaluation/performance based system or negotiated out of the contract if it is simply attached to seniority. LGBR believes that any new contract should attempt to phase out longevity, beginning with newly hired officers in 2004, and eventually dropped entirely, after all officers now getting longevity are retired.

Recommendation:

Phase out contractual language permitting longevity over a period of years. In the interim, base all longevity increases on performance evaluations.

Potential Long-term Goal Savings: \$63,000

LOCAL GOVERNMENT BUDGET REVIEW ACKNOWLEDGEMENTS

Roland M. Machold, State Treasurer
Peter R. Lawrance, Deputy State Treasurer
Robert J. Mahon, Director, Local Government Budget Review
JoAnne M. Palmer, Deputy Director, Local Government Budget Review

Ulrich Steinberg, Director, Division of Local Government Services

Township of Hamilton Review Team

JoAnne M. Palmer, Deputy Director
Local Government Budget Review

David Cockerham, Local Government Budget Review
Dale Finch, Local Government Budget Review
Gary Gardner, Local Government Budget Review
Robert Harding, Local Government Budget Review
Bud Montague, Local Government Budget Review
Steven Sagnip, Local Government Budget Review
James Bruthers, Division of Taxation

Website address: www.state.nj.us/lgbr